



YOUR VISION.  
YOUR FUTURE.

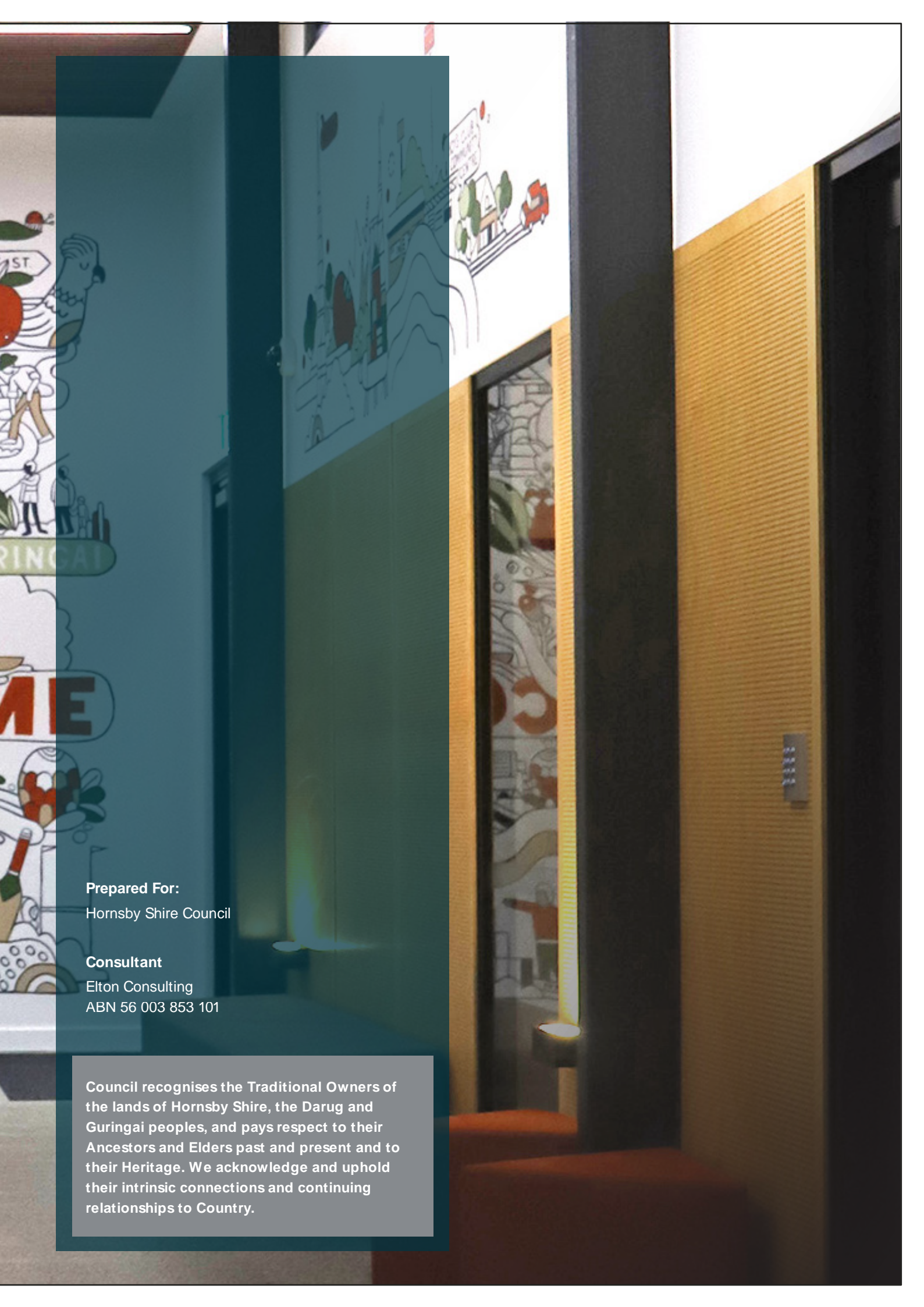
Drafting Community &  
Housing Strategy  
Cultural Facilities  
Strategic Plan





LET'S SHAPE  
THE HORNSBY  
OF TOMORROW.





**Prepared For:**  
Hornsby Shire Council

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

# Introduction and summary

## Plan purpose and scope

This *draft* Strategic Plan (Plan) provides direction for the future planning, provision and management of Hornsby Shire Council's (Council) community and cultural facilities over the next 10 years. It is a revision of Council's previous *Community and Cultural Facilities Strategic Plan 2015* (the preceding Plan).

This Plan is focused on facilities which are owned by Council and considers the following facility types:

- Libraries
- Community and cultural centres
- Scout and guide halls
- Historical society buildings
- Other Council-owned facilities providing social and/or cultural services.

This Plan also recognises facilities provided by neighbouring councils and by schools, clubs, churches and other non-government organisations for community use, acknowledging that Council is not solely responsible for the delivery of spaces for community hire. While this Plan acknowledges the relationship between community facilities and parks and open spaces, it does not provide direction or recommendations relating to Council's open spaces. However, it does consider spaces which are suitable for broader community use in existing and planned sporting or recreation facilities.

This Plan focuses on the following questions:

- Where should facilities be located – and what spaces and services should they include?
- What size should facilities be?
- What is a sustainable approach to fees and charges?
- What principles and directions should guide planning for facilities?
- What strategies should Council prioritise?

As this Plan sets the strategic, long term framework for all community and cultural facilities in Hornsby Shire, it will be supported by detailed planning for individual facilities. Demographic projections in this Plan are forecast to 2040 for alignment with Council's local strategic planning statement *Your Vision Your Future, Hornsby Local Strategic Planning Statement* (2020).

## Council's progress from the preceding Plan

Council has made progress in delivering several of the preceding Plan's strategic directions. There is strong continuity across the directions between the preceding Plan and this Plan which must be considered as part of this Plan.

An overview of the preceding Plan's strategic directions for Hornsby Shire that have been **completed**, are **in progress** or are **yet to start** are provided in **Table 1** in the following pages, with a linkage to this Plan's strategic directions (provided in detail in **Directions** (see pg. 97).

**Table 1:** Council's progress in preceding Plan's strategic directions and linkage to this Plan

Preceding Plan directions	Description of progress	This Plan's directions
<b>Completed</b>		
Adopt a commercial approach to the offer of <b>leased kindergartens and preschools</b>  (considered under Other Council facilities in preceding Plan)	<ul style="list-style-type: none"> <li>All leased kindergartens and preschools have been transitioned to new leases.</li> </ul>	<ul style="list-style-type: none"> <li>Completed (no new direction)</li> </ul>
Review the support and assistance to <b>volunteer management committees</b> to better meet their needs	<ul style="list-style-type: none"> <li>Council is now responsible for operational aspects of facility management - five committees remain providing strategic local input regarding their centre.</li> <li>Council has and is consulting with committees, as committees provide feedback and promote the centers to maximise broader community use.</li> <li>Easier management is being supported by Council through recent implementation of keyless entry across all centres.</li> </ul>	<ul style="list-style-type: none"> <li>Adjusted: Investigate alternative <b>booking system</b> technologies to improve customer functionality</li> </ul>
<b>In progress</b>		
Locate <b>sub-regional facilities in Hornsby</b> with: <ul style="list-style-type: none"> <li>additional multipurpose community, cultural, library and civic space in the CBD</li> <li>further development of existing community arts space at Wallarobba.</li> </ul>	<ul style="list-style-type: none"> <li>The Hornsby Town Centre Review is ongoing, including social and community infrastructure needs assessment which also identifies the need for recommends a new co-located regional library and multipurpose community centre in the Hornsby Town Centre.</li> <li>Community and cultural facility provision in Hornsby Town Centre continues to align to the preceding Plan:</li> <li>The role of Wallarobba in relation to Hornsby Town Centre, still in discussion as either a distinct 'art making' space for Hornsby LGA residents while Hornsby Town Centre regional facility is elite or premier exhibition space,</li> </ul>	<ul style="list-style-type: none"> <li>Continued: Provide <b>sub-regional facilities</b> in Hornsby Town Centre</li> <li>New: Wallarobba Arts and Cultural Centre nominated as an '<b>art making</b>' space for Hornsby LGA</li> </ul>

Focus on <b>multipurpose district hubs</b> at Epping, Pennant Hills, Cherrybrook, Berowra and Galston	<ul style="list-style-type: none"> <li>Facilities in Epping have been transferred to City of Parramatta Council, but continue to be used by Hornsby Shire community members.</li> <li>Pennant Hills Community Centre and Library continue to be well utilised by residents in the southern suburbs of Hornsby Shire and are expected to continue to be well utilised (even following the delivery of Hornsby Town Centre revitalisation).</li> <li>Planning for Cherrybrook SP continues</li> <li>Galston remains identified for delivery of a district hub, as Council has certainty regarding land ownership to facilitate relocation and expansion, as well as Council equitably investing the more remote areas less likely to travel to Hornsby Town Centre regularly (before and post revitalisation).</li> <li>There is no current development in Berowra which necessitates greater prioritisation, and it is likely that redevelopment of Hornsby Town Centre will be an accessible attractor.</li> </ul>	<ul style="list-style-type: none"> <li>Adjusted: Focus on <b>multipurpose district hubs</b> at Pennant Hills, Cherrybrook, Berowra and Galston</li> </ul>
Do not create or provide land for new <b>single purpose</b> , stand alone facilities	<ul style="list-style-type: none"> <li>Council continues to hold preference for multipurpose facilities</li> <li>No new standalone facilities have been constructed, however an existing stand alone facility at Brooklyn has been made available for community activities (10 Dangar Road).</li> <li>Council is moving towards making suitable spaces in sporting facilities more accessible for the broader community (e.g. Cheltenham Oval Meeting Space), planning for future sporting club facilities to have a degree of multi-functionality to enable broader community hire and use.</li> <li>Importance of dispersed smaller stand-alone local/village facilities in more remote areas recognized</li> <li>Importance of specific use facilities (e.g. Men's Sheds) recognised and co-location encouraged (when suitable).</li> </ul>	<ul style="list-style-type: none"> <li>Continued: no new single purpose facilities</li> <li>In addition: new separate direction for provision and planning of <b>specific use spaces</b> (e.g. Men's sheds or historical societies)</li> <li>In addition: new separate direction supporting community use of <b>suitable spaces in existing and planned sporting facilities</b></li> </ul>
Improve the current <b>booking system</b> to enhance usability for customers and staff, including online functionality.	<ul style="list-style-type: none"> <li>Keyless entry has been installed in all community facilities.</li> <li>A review of Council's booking systems is underway.</li> </ul>	<ul style="list-style-type: none"> <li>Adjusted: Investigate alternative <b>booking system</b> technologies to improve customer functionality</li> </ul>
<b>Yet to start</b>		
Review the Lease/Licence of Council Land and Buildings to Community Groups Policy and	<ul style="list-style-type: none"> <li>To be progressed when Council's resources allow.</li> </ul>	<ul style="list-style-type: none"> <li>No change</li> </ul>



associated conditions in <b>leases and licences</b>		
<p>Work with Scouts NSW and Girl Guides NSW to renew leases on <b>scout and guide halls</b>, except:</p> <ul style="list-style-type: none"> <li>• Waitara Guide Hall</li> <li>• halls not maintained to a safe standard</li> <li>• halls without active and regular use</li> </ul>	<ul style="list-style-type: none"> <li>• To be progressed following review/update of Council's Lease/Licence of Council Land and Buildings to Community Groups Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<p>Increase the consistency and sustainability of <b>fees and charges</b> including the introduction of fees for storage</p>	<ul style="list-style-type: none"> <li>• On hold, to be progressed following completion of and resolutions from review of booking system.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusted: Continue to apply consistency in <b>fees and charges</b> and increase over time to reflect broader market</li> </ul>

## Plan structure

Following this introduction and summary, this Plan contains four major sections:

- **Hornsby described** provides information about the current and project Hornsby Shire population, Council's approach to the planning and provision of community and cultural facilities and current community utilisation patterns and rates.
- **Hornsby compared** describes key trends for community and cultural facility planning, an approach to planning for community and cultural facilities and analysis of the approach to fees and charges used in different councils
- **Hornsby future** contains the recommended facility provision and strategic direction for community and cultural facilities in Hornsby Shire, including a future facilities strategic plan
- **Hornsby district plans** provides detailed analysis and strategies for four districts covering the entirety of the Hornsby Shire

To help with navigation within the document, each section is colour coded as indicated above. In addition, each of the district plans is colour coded in accordance with the district catchments map shown at **Figure 3**.

## Methodology

Preparation of this Plan included the following:

- desktop review of relevant policies and plan, involving:
  - an assessment of the currency of key directions from the preceding Plan desktop review
  - a review of new plans and documents published since the preceding Plan
- updated demographic analysis using Profile id data provided by Council, based on Australian Bureau of Statistics (ABS) 2016 census data
- current library membership data for each of Council's libraries, identifying the suburb of residence of members
- interviews with relevant council staff at The Hills Shire Council and DPIE staff enquiring into plans for Cherrybrook SP (during early 2019, see **Neighbouring Councils** on pp.51-55)
- interviews with council staff in The Hills Shire, City of Parramatta and Ku-ring-gai councils in early 2019, investigating community use of highly utilised community and cultural facilities surrounding Hornsby Shire council
- updated analysis of community facility hire/utilisation, retrieved from 2019/20 financial year data
- updated analysis of library hire/utilisation, retrieved from 2017/18 and 2018/19 financial years data
- updated facility costings from 2018/19 and 2019/20 financial years data
- updated analysis of fees and charges for community venues, based on 2019/20 rates

This Plan incorporates stronger recognition of existing library member the visitation patterns, as a source of information for facility visitation preferences. This has been utilised as one of several contributing factors to inform the boundaries of revised districts in this Plan (see **Districts**, from pg. 30).

The above metrics used in this Plan cover previous complete financial years of 2018/19 and 2019/20. While there have been changes to some of the metrics used in this Plan in the intervening period, such as utilisation rates and hire fees, these changes are not substantial and do not change the strategic directions outlined in this plan. Where Council is making detailed decisions about the future of individual facilities, the process will include a review of the relevant metrics at that time. This will be particularly important given the strategic, long term nature of this plan.

This Plan will be reviewed within three to five years, or earlier if there is a significant change in the information on which the Plan is based.

**NOTE:** From March 2020, community access to community and cultural facilities was significantly impacted by the COVID-19 pandemic. Where relevant, the impact of facility closures on regular use patterns has been identified in the following Plan.



## Principles

This Plan identifies principles to guide the planning of community and cultural facilities in Hornsby Shire:

- a coordinated network
- centrally located within districts and regions
- serving identified social and cultural needs
- making best use of existing facilities
- financially sustainable
- multipurpose and flexible
- friendly and welcoming
- accessible
- near public space.

A more detailed description of each of these principles is contained in **Hornsby: future recommendations** (pg.79).

## Role of Council

Council recognises the value and benefit that its community and cultural facilities offer the community. This Plan demonstrates Council's commitment to providing equitable and sustainable community access to quality community and cultural facilities for Hornsby Shire residents now and in the future.

Council's current and planned community and cultural facility network provides:

- gathering, meeting and activity spaces and local performance spaces for general community hire
- office and meeting spaces for community service providers, not for profit organisations, arts and cultural groups, as well as broader community hire
- access to learning and Council customer services, particularly in Council's libraries
- a local art making space and premier exhibition and performance spaces.

Council's role stretches beyond provision and management and also includes:

- identifying community needs and predicting likely future changes including key target groups to support and accommodate
- ensuring the use of facilities best aligns with community needs and interests.

While Council will remain the key provider of community and cultural facility space, Council cannot provide all the necessary spaces all the time for the full range of community needs, in relation to meeting and activity space. This Plan recognises the role that non-Council owned facilities can play in meeting the needs for community spaces.

In addition to the roles highlighted above, Council could also act as a conduit to non-Council facilities for community groups and organisations needing space. In this scenario, should demand exceed the capacity of Council facilities, or if a non-Council facility would be deemed a more appropriate space for the required use, Council would act as a space broker – locating and negotiating the use of other spaces with, for example, school principals, leaders of faith-based organisations or club owners in the area.

## Future directions

This Plan nominates eight strategic directions for community and cultural provision in Hornsby Shire over the next 10 years, provided on the following page. More detailed strategies for individual facilities are included in the section **Directions for districts** (see pg. 97).

1	Locate sub-regional facilities in Hornsby Town Centre, as part of the Hornsby Town Centre revitalisation.
2	Focus on developing multipurpose district hubs at Pennant Hills, Cherrybrook, Berowra and Galston.
3	Do not create or provide land for new single purpose, standalone facilities.
4	In the first instance, specific use spaces, which are identified as adding value to the community based on new or emerging demand, should be co-located in existing district hubs. If district hub co-location is not possible, consider locating specific use spaces in other existing and compatible facilities. Providing additional floor space should not be considered.
5	Work with Scouts NSW and Girl Guides NSW to renew all leases for scout and guide halls, except: <ul style="list-style-type: none"> <li>• Waitara Guide Hall</li> <li>• halls not maintained to a safe standard</li> <li>• halls without demonstrated activity and regular and systematic use.</li> </ul>
6	Where spaces in existing sporting facilities are suitable or where new sporting facilities are being planned (e.g. Waitara Oval), facilitate equitable community access and use through broader community hire and standardised fees.
7	Investigate alternative booking system technologies to enhance usability for customers and staff, including online functionality.
8	Continue to apply consistency and sustainability of fees and charges

## Context for a new Plan

The preceding Plan recommended a review within three to five years (from 2015) or earlier if there is a significant change in the information.

In addition to the preceding Plan reaching its fifth year in application, there have been several external changes which have made it necessary for a review, including:

- the transfer of Epping, Eastwood and Carlingford and inclusive community and cultural facilities to the City of Parramatta Council, during the local government reforms of 2016
- opening of the Cherrybrook Metro Station and progress in planning for the Cherrybrook Station Precinct (SP) including Landcom's preparation of a community needs study for land owned by the NSW Government in the Cherrybrook SP
- Council's participation in the North Sydney Regional Organisation of Councils (NSROC) and recommendations for community and cultural facilities hierarchies and planning in Hornsby Shire outlined in the *Draft Social and Cultural Infrastructure Strategy* (2019)
- continued population growth, particularly focused in Hornsby Town Centre.

Internally, Council has also progressed with recommendations from the preceding Plan, including:

- alignment with the Hornsby Town Centre (HTC) revitalisation process and Brickfield's *Hornsby Town Centre Review: Social and Community Infrastructure Needs Assessment* (2019) recommendations for a regional centre with regional attractions (a regional library and multipurpose community centre, with flexible performance space on the existing library site) and the expansion of Wallarobba Arts and Cultural Centre
- childcare and education, and baby health care centres have been transitioned to new leases
- operational aspects of facility management is undertaken by Council, with strategic local input provided by five committees.

A detailed overview of the preceding external and internal factors is provided in the following pages.

## **Adjustments to Local Government Area boundaries**

During local government reforms led by the NSW Government in 2016, Hornsby Shire's southern boundary was adjusted leading to land south of the M2 Motorway being transferred to the City of Parramatta Council. In this transfer, the City of Parramatta Council acquired ownership of several facilities, including:

- Epping Community Centre
- Epping Library
- Epping Creative Centre
- Epping Leisure and Learning Centre
- Roselea Community Centre
- West Epping Community Centre.

This has impacted on the provision and strategic planning for community and cultural facilities generally, and in particular provision in Council's retained southern suburbs. It also impacted on Hornsby Shire's provision of 'art making' creative spaces.

However, it is noted that Hornsby Shire residents are still able to access these facilities, regardless of the transfer of management to City of Parramatta Council.

## **Plans for Cherrybrook Station Precinct and the Sydney Metro Northwest project**

The Sydney Metro Northwest Link provides improved connections between Cherrybrook and key nearby centres at Epping and Castle Hill, as well as access to key employment centres at Norwest and Macquarie Park. In 2013, a draft Structure Plan was released by the NSW Government which anticipated an additional 3,200 dwellings within both state government land and private land further surrounding the station.

In 2019, the land owned by the NSW Government at Cherrybrook Station was nominated as State Significant Precinct (SSP) and proposed to be rezoned to support a local centre and high density residential dwellings. The proposal for the Cherrybrook Station SPP (also referred to as the Cherrybrook SP) is expected to generate up to an additional 600 dwellings on state owned land by 2036. DPIE envision the site to be developed as a vibrant local town centre and community focal point, with new shops, a public plaza, parks and other public amenities (including car parking), while protecting the 'neighbourhood character' of the broader area surrounding future Cherrybrook Metro Station.

Currently in Hornsby Shire, the closest existing facilities to Cherrybrook Metro Station site are Cherrybrook Community and Cultural Centre (approximately 3km north) and Pennant Hills Community Centre and Library (approximately 5km east). The proposal for Cherrybrook Station SSP is likely to create additional demand for community and cultural facilities to support the future residents of the proposed development.

Landcom has commissioned technical studies to investigate the demand for social infrastructure generated by the development of the Cherrybrook Station SSP site. The investigation will also examine the future demand for community and cultural facilities within the broader Cherrybrook area surrounding the SSP site.

Planning for the surrounding land (and the balance of the 3,200 dwellings) in Cherrybrook is the responsibility of Council and neighbouring The Hills Shire Council. This would result in a projected population increase of some 6,000 people in Cherrybrook. However, as the Cherrybrook Station SSP is located within both Hornsby and The Hills Council areas, it is expected that a portion of this development would be in the Hornsby Shire.

At the time of preparing this Plan, discussions between Council, The Hills Shire, Landcom, DPIE and other NSW Government agencies regarding the SSP site and broader Cherrybrook precinct were ongoing. Future directions about the Cherrybrook Station SSP and the broader Cherrybrook precinct may have implications for the planning of community and cultural facilities in Council's south western suburbs.

Should a new structure plan for the broader area beyond the government land be approved and rezoning proposals progressed, construction would be expected after 2026.



## Hornsby Town Centre Revitalisation

The Greater Sydney Commission's (GSC) North District Plan classifies Hornsby Town Centre as a district retail and service centre.

At the time of preparing this Plan, Council was undertaking the Hornsby Town Centre Review (HTC Review) project, aimed at strengthening the economic, employment and housing capacities of Hornsby Town Centre.

The HTC Review footprint is shown in **Figure 1** on the following page, encompassing:

- Westfield Hornsby, Hornsby Mall and the businesses located along George Street to the east
- Bridge Road in the north
- Hornsby RSL Club and all the businesses on Peats Ferry Road, in William and Dural Streets, to the west.

The HTC Review boundary is comprised of two smaller precincts which straddle Hornsby train station, the Hornsby West Side and the Hornsby East Side (discussed further in **Development areas**, pg.38).

To inform the HTC Review, Brickfield's consultants have prepared the *Hornsby Town Centre Review: Social and Community Infrastructure Needs Assessment* (2019), investigating the requirements for current and future community facilities, infrastructure and services to support the future growth of Hornsby Town Centre.

According to the assessment, Council's draft guiding vision for Hornsby Town Centre in its revitalisation is:

*"A place for people that reflects the uniqueness of the bushland setting, integrated around key public spaces, where the city meets the bush. An active, thriving centre that exhibits economic diversity, design excellence, liveability and sustainability."*

Guiding principles to achieve this vision include:

- diverse employment centre: including start-ups, day to day services, businesses and offices, and employment catalyst such as a university or Government hub
- cultural centre: through provision of a range of community facilities connected to open spaces
- destination and active 18 hour economy: creating a vibrant and attractive place.

Brickfield's *Hornsby Town Centre Review: Social and Community Infrastructure Needs Assessment* (2019) was bound to a designated facility catchment of 2km surrounding current Hornsby Town Centre (close to Hornsby train station) and applied the similar population catchments to the preceding Plan for local/village, district, sub-regional and regional facilities. Recommendations were also aligned to the preceding Plan's directions, including:

- A multipurpose community hub and redeveloped library (5,500-6,000sqm), through the redevelopment of Hornsby Library to a 3,000sqm sub-regional facility and a new 2,500-3,000sqm multipurpose community, creative and civic space
- The expansion of Wallarobba Arts and Cultural Centre to 1,500-2,000sqm

In addition, the assessment recommended:

- 500sqm of multi-purpose youth outdoor space, catering for 12-18 year olds
- A diversified and intergenerational entertainment precinct.

Other recommendations, beyond the responsibility of Council to deliver were:

- Supporting community health services, through a child and family health services wellbeing hub (with pediatric and early childhood services), outreach and preventative care services and securing long term leases for child and family services (located near Hornsby Ku-ring-gai Hospital)
- Providing a public primary school (for approximately 416 children)
- Increasing the number of childcare services, including two additional childcare centres facilities with one being located next to/near the multipurpose community hub.



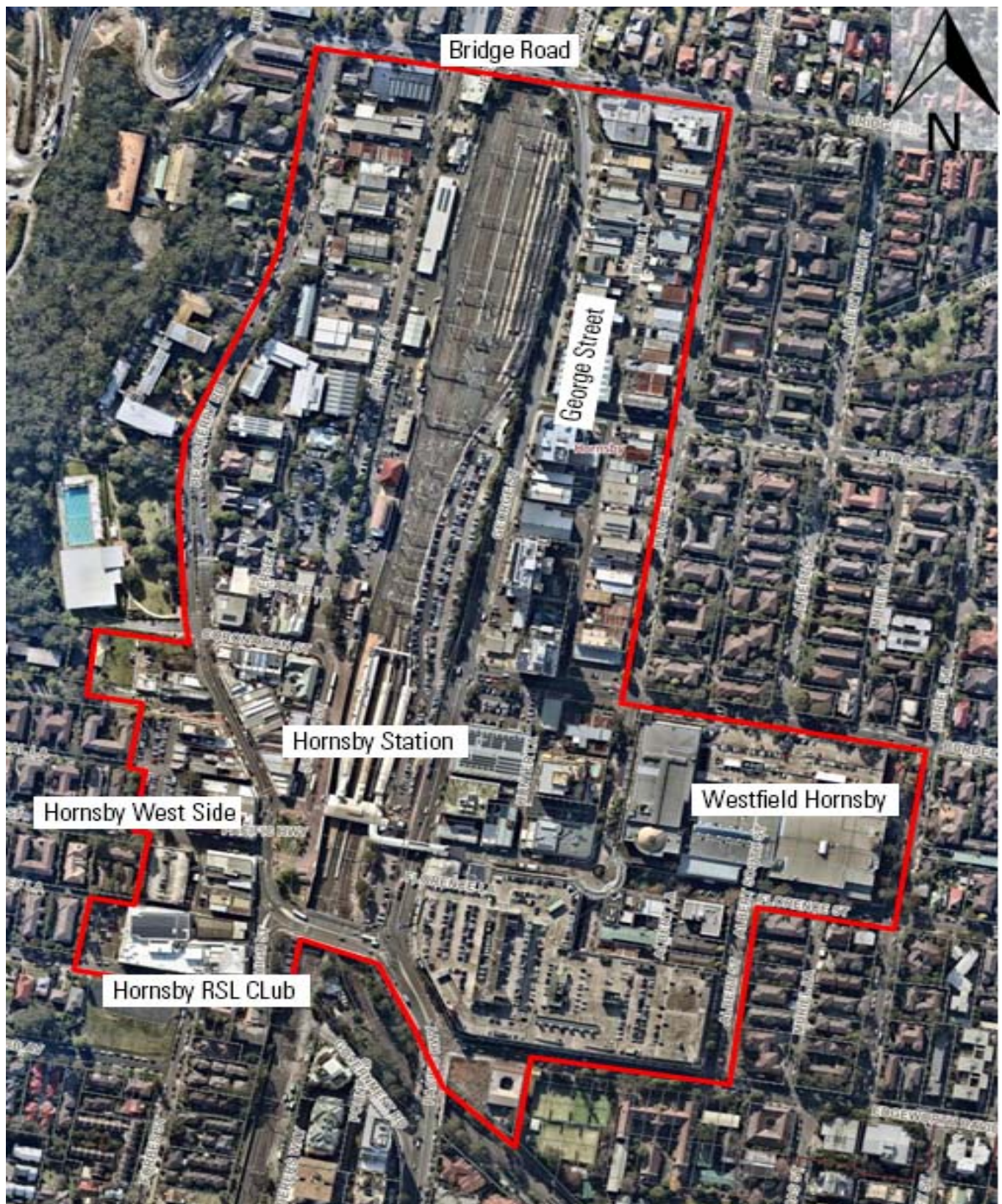


Figure 1: HTC Review boundary

Source: Hornsby Shire Council website, 2019

## Social infrastructure planning in the North District

Hornsby Shire Council is one of eight councils in the North District, which comprise the North Sydney Regional Organisation of Council's (NSROC).

The NSROC brings together these councils for the preparation and delivery a long term framework for social infrastructure in the Northern District, based on expectations of substantial population growth. It is a platform for these councils to strengthen their planning and provision of social infrastructure priorities and opportunities with the perspective of regional contribution, across local council boundaries.

NSROC's *Draft Social Infrastructure Strategy 2019* identifies social infrastructure facilities by hierarchy and category. The hierarchies and categories and their associated rates of provision relevant to this Plan are summarised in **Table 2** on the following page.

The draft strategy identifies gaps in the following facilities in Hornsby Shire:

- Civic centres/Town halls
- Performing arts facilities
- Theatre/Performing arts centres
- Youth centre
- Multicultural resource centres.

It nominates the following contribution by Council to the North Sydney region, most of which align with directions in the preceding Plan:

- Sub-regional level: 1 new multipurpose community hub by 2036, aligning with preceding Plan
- LGA level: 1 new community performance facility by 2036 and retainment of 1 creative arts centre and 1 central library/learning centre, all aligning to the preceding Plan
- District level: retaining 3 branch libraries/learning centres, aligning to the preceding Plan, and the delivery of 5 new multipurpose community centres, which is a greater number and investment than the preceding Plan.

The NSROC draft strategy recognises local governments have inherited the perception that they are responsible for the provision of social infrastructure, influenced by historical allocations of infrastructure previously supplied by Federal and State governments. As part of the network, performing arts facilities are provided by most other councils in the NSROC and it is recognised that Hornsby Shire Council and adjoining Ku-ring-gai Councils incorporated private high schools with high quality performance spaces (noting that accessibility to these spaces can be complicated).

The draft strategy was adopted by the NSROC General Managers Advisory Committee (GMAC) 2019-2020 in June 2020, followed by the NSROC Board in August 2020. However, this Plan is the key strategic planning document for community and cultural facility provision in Hornsby Shire.



**Table 2:** NSROC social and cultural infrastructure types and rates of provision

Facility	Specifications	Size	Access	Population range
Regional (population benchmark of 500,000+ people)				
Performing arts centre	<ul style="list-style-type: none"><li>Dedicated, managed facility</li><li>Concert hall: 1,000 seats</li><li>Theatre: 300-500 seats</li></ul>	5,000sqm	30-60 min on public transport 20-25km	1/400,00-600,000 people
Outdoor entertainment facility	<ul style="list-style-type: none"><li>Major entertainment events</li></ul>	N/A		1:400,000-600,000 people
Sub-regional (population benchmark of 200,000+ people)				
Regional gallery	<ul style="list-style-type: none"><li>Professionally curated</li><li>Member of regional network/ travelling exhibitions</li></ul>	1,000sqm	20-30 min on public transport 10-20km	1:150,000-200,000 people
Multi-purpose community hub	<ul style="list-style-type: none"><li>Cater for wide range of activities</li></ul>	2,000-3,000sqm		1:150,000-200,000 people
LGA (population benchmark of 100,000+ people)				
Community performance facility	<ul style="list-style-type: none"><li>Community performances/ function space for range of community productions</li></ul>	1,000-2,000sqm	10-20 min on public transport 5-10km	1:80,000-120,000 people
Creative arts centre	<ul style="list-style-type: none"><li>Co-locates dedicated arts and cultural facilities (e.g. maker spaces, rehearsals) and meeting spaces (e.g. café)</li></ul>	300-800sqm		1:80,000-120,000 people
Central Library/ Learning	<ul style="list-style-type: none"><li>Community interaction and learning space, LGA-wide collections and office space</li></ul>	3,8000sqm + (incl. circulation)		1:40,000-100,000 people
District (population benchmark of 50,000+ people)				
Multi-purpose community centre	<ul style="list-style-type: none"><li>Flexible, multiple purpose spaces for diverse range of services and programs.</li><li>Specialised spaces</li></ul>	1,000-2,500sqm	5-10 min on public transport 2.5-3km	1:20,000-50,000 people
Branch Library/ Learning	<ul style="list-style-type: none"><li>Smaller learning centres with range of collections, may include community interaction, reading, etc.</li></ul>	900-2,700sqm (incl. circulation)		1:10,000-50,000 people

Source: NSROC *Draft Social and Cultural Infrastructure Strategy* (2019)

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# Hornsby described: analysis

## Place

Hornsby Shire is a large metropolitan council of over 450 square kilometres in area. It is located to the far north of the Greater Sydney region, some 25 kilometres north-west of the Sydney CBD.

The Shire has two distinct characters:

- The south of the Shire is largely urban, it contains all of the Shire's major centres, town centres and villages. Many of these centres are clustered along the rail line, which runs from Cheltenham in the south-east of the Shire, through Hornsby Town Centre and up to Brooklyn/Hawkesbury River in the north-east.
- The north of the Shire includes large areas of national park, as well as semi-rural areas and some small villages. The Hawkesbury River, along with tributaries such as Berowra and Cowan Creeks, provides the northern and north-eastern boundaries of the Shire.

Hornsby Shire local government area (LGA) and its suburbs are shown in **Figure 3** on the following page.

Hornsby's neighbours are Ku-ring-gai Council to the east, City of Ryde to the southeast, City of Parramatta Council to the south and southwest and The Hills Council to the west. To the north, beyond the Hawkesbury River, is Central Coast Council.

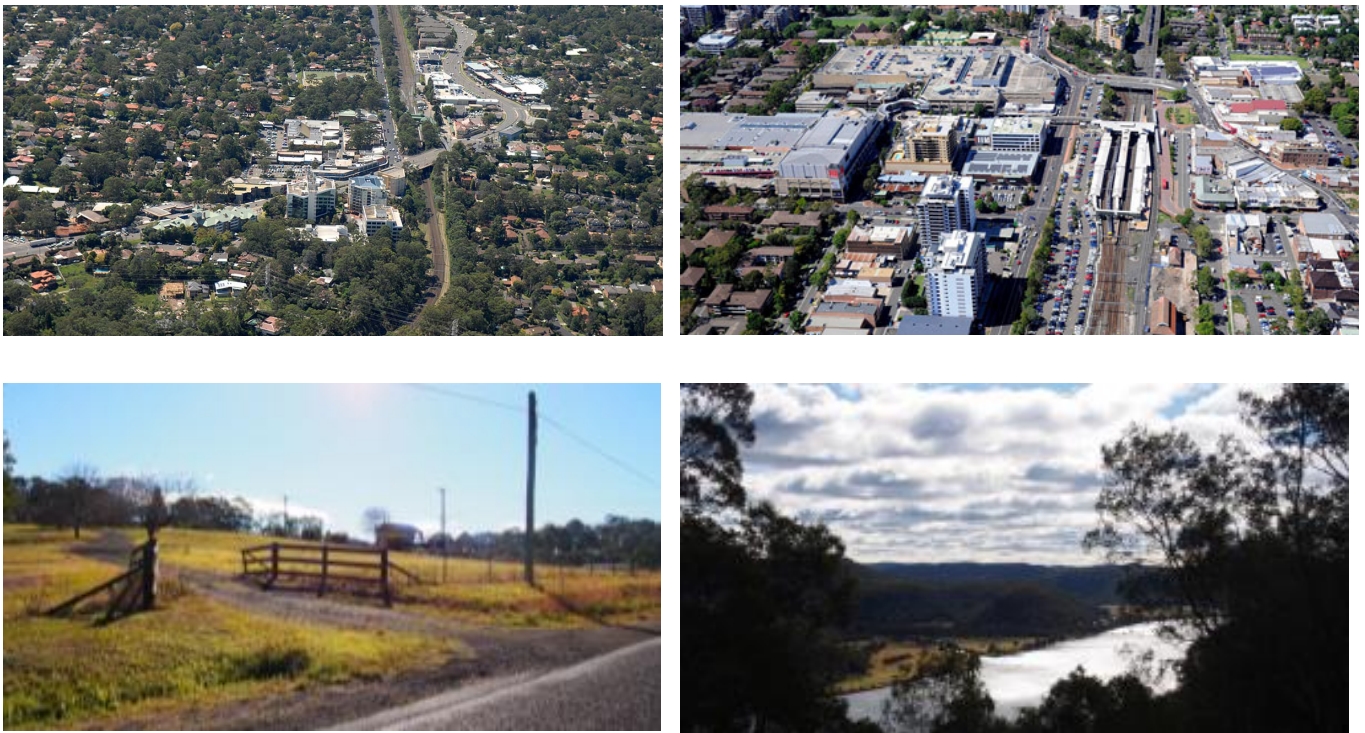


Figure 2: Views of the urban centres of Pennant Hills and Hornsby in the south of Hornsby Shire and the semi-rural areas and national parks in the north

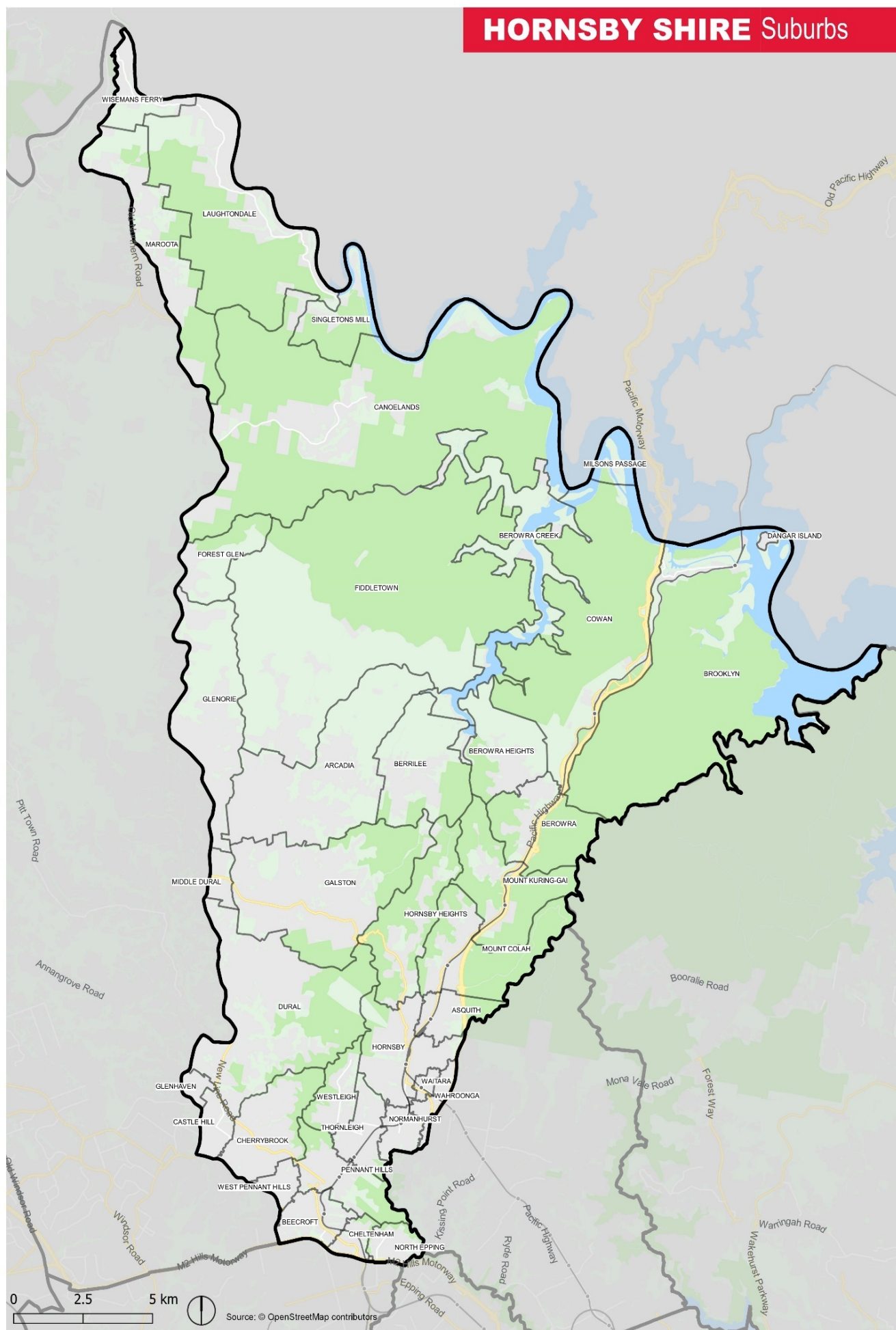


Figure 3: Hornsby suburbs



## Key directions and implications from plans and policies

Hornsby Shire Council has a number of plans and policies guiding the provision of community and cultural facilities. The following Council plans and policies were reviewed and have informed this Plan:

- *Your vision Your future 2028, Community Strategic Plan* (2018)
- *Your vision Your future: Hornsby Local Strategic Planning Statement* (2020)
- *Housing Strategy* (2011)
- *Section 7.11 Development Contributions Plan 2020-2030* (2020)
- *Land – Lease/Licence by Council Policy* (2018)
- *Lease/Licence of Council Land and Buildings to Community Groups Policy* (2018).

The following pages summarise key findings and implications from a review of these documents.

Hornsby Shire Council also provides guidance for community members and groups who may be interested in hiring and/or leasing Council's community and cultural facilities.

A key guiding document is the *Terms and Conditions of Hire: Community Venues* (2019). Overall the terms and conditions for hire, including those for high risk functions, are similar to those governing the hire of council owned facilities in other local government areas. The conditions seek to provide a balance between enabling community use of facilities, minimising impact on neighbouring residents and managing risk to Council.

However, the need for regular hirers to have their own Public Liability Insurance (PLI) may restrict the regular use of facilities by some groups which contribute to the creation of social capital and reduction in social isolation, who might be unable to afford their own PLI. The requirement for hirers to be responsible for set up and cleaning may also restrict use of facilities for conferences and other forms of professional use where assistance with set up, pack up and cleaning is generally included, for a price.

Council also provides a Community Venues directory on its website, with:

- an alphabetized list of Council's community and cultural facilities available for community hire
- information and links to forms for those interested in regular hire
- information around casual hire, including high risk functions (e.g. 16-21 year old events)
- a list of the fees and charges by facility for regular, casual, not for profit and Friday/Saturday evenings
- a summation and link to terms and conditions (listed above).

In addition, Council has also commissioned various internal studies, addressing strategic recommendations in the preceding Plan, including:

- Hornsby Shire Council's *Hornsby Sociocultural Services Review – interim report* (2018/19): investigating demand, gaps and/or oversupply in creative experiences across Hornsby LGA
- Elton Consulting's *Community and cultural facilities venue management review* (2018): considering how facility management can be improved, considering booking systems
- Elton Consulting's *Libraries and community facilities s94 advice* (2017): an addendum to the preceding Plan facility provision, responding to southern boundary adjustments and the transferrable of several southern facilities to City of Parramatta Council
- Elton Consulting's *Management models for community facilities – options paper* (2017): considering potential management models, following transfer of volunteer committee management agreements to Council.

The outcomes of these studies were considered in **Council's progress from the preceding Plan** (see previous pg. 2).

As previously indicated, Council is also progressing with social infrastructure planning in Hornsby Town Centre and as part of the NSROC, collaboratively developing:

- Brickfields' *Hornsby Town Centre Review Social and Community Infrastructure Needs Assessment* (2019)
- NSROC's *Draft Social Infrastructure Strategy* (2019)

Relevant information from these documents was reviewed in the **Introduction and summary** (see previous pg. 1).

## Council's plans and policies

### Your vision Your future 2028, Community Strategic Plan

Adopted 2018

#### Description and scope

The community strategic plan (CSP) outlines the themes and objectives to guide the future of Hornsby Shire over the coming decade (up to 2028).

The vision aims to create a Shire which is more liveable, sustainable, productive and collaborative - delivering infrastructure which addresses the needs of the people and in consultation with the people.

Council aims to balance the demands of population growth and urban development with the preservation of natural heritage, which plays an important role in local identity.

#### Key directions

The plan contains outcome indicators for themes. The outcome indicators under the 'liveable' theme relevant for the future provision of community and cultural facilities are:

- infrastructure meets the needs of the population
- people have good opportunities to participate in community life
- the area feels safe.

Direct links to community and cultural facilities are included in *Outcome 1: Support all of our community to succeed and live well* with the following services criteria:

- 1.1.b Able to access a range of community facilities and services to meet needs
- 1.1.e Aged care and disability services and facilities are adequate
- 1.1.f Youth services and facilities are adequate
- 1.2.a A range of community events and activities take place that help bring people together
- 1.2.b There is a good range of opportunities for cultural and artistic activities and expression
- 1.2.d People who volunteer locally

#### Implications

Community and cultural facilities support a number of outcomes and strategies across the themes ('liveable', 'sustainable', 'productive' and 'collaborative').

Planning and provision of community and cultural facilities in Hornsby Shire should also be informed by:

- 1.3.a-b: Feel safe walking / using public transport around local area during the day, and at night
- 2.1.b: The natural environment is well cared for and protected
- 2.2.c: Council's greenhouse gas emissions – 30% reduction against 1995/96 levels by 2019/20
- 3.1.b-c: There are adequate parking facilities in public areas, and adequate public transport
- 4.3.a: Plan well for community's long term future.

## Your vision Your future: Hornsby Local Strategic Planning Statement

Adopted March 2020

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### Description and scope

The LSPS provides a 20 year vision for land use in Hornsby Shire, identifying the character and values to be preserved, shared community values and how Hornsby Shire Council will manage growth and change. The LSPS shares the same vision as the CSP, to be a Shire which is more liveable, sustainable, productive and collaborative.

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### Key directions

The LSPS contains key priorities and actions for the future of Hornsby Shire, informed by the community through the CSP. Relevant key priorities are:

- revitalising the Hornsby Town Centre
- supporting sustainable economic growth based on the Shire's built and natural assets, infrastructure and locational advantages
- Relevant key actions are:
  - concentrate future housing provision in the Strategic Centre – Hornsby Town Centre.
  - finalise the Hornsby Town Centre Review
  - finalise the Community and Cultural Facilities Plan update (this Plan).

---

### Implications

The LSPS refers to potential role of this Plan to:

'Consider additional opportunities for inclusive community facilities that are capable of shared use that will serve as social, cultural and economic hubs within different parts of the Shire. There may also be opportunities to use public land for the provision of new or embellished social infrastructure in highly accessible locations or areas generating higher demand for services.'

The LSPS forms part of Council's Integrated Planning and Reporting Framework, sitting above the CSP and linking the values of the CSP into associated technical planning documents, such as the local environmental plan and district and regional plans.

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## Housing Strategy

Adopted 2011

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### Description and scope

Provides planning guidelines for development within nominated precincts

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### Key directions

The strategy provides planning guidelines for development within nominated precincts and contains descriptions and controls for desired future character for:

- five storey residential development
- mixed-use development
- heritage precinct development
- town centre linkage.

The strategy also recommends changes to zonings to allow increased residential development in:

- Asquith
- Beecroft
- Berowra
- Carlingford
- Hornsby
- Mount Colah
- Pennant Hills
- Thornleigh
- Waitara.

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### Implications

The rezonings undertaken as a result of the strategy feed into the population projections for the Shire (discussed later in this section).

Since the adoption of the strategy, a number of additional residential development areas have been approved or proposed in or near the Shire. These include the:

- Hornsby West Side (part of Hornsby Town Centre)
- Cherrybrook SP
- Peat Island and Mooney Mooney.

At the time of developing this Plan, an updated draft Hornsby Local Housing Strategy (LHS) was on public exhibition. The draft LHS sets a 20 year vision and plan for housing delivery (e.g. quantity, mix, location) in Hornsby Shire, and aligns strongly to the Hornsby LSPS (see previous page).

The updated draft LHS recognises that the current Housing Strategy 'has not been fully implemented'. It confirms that there is enough land zoned for housing to meet Hornsby Shire's housing target in the short term. In the medium to longer term, the Hornsby Town Centre revitalisation will provide significant housing opportunities. The LHS nominates that Council will also investigate shortages of certain types of housing in Hornsby Shire that could be provided in the longer term.

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## Section 7.11 Development Contributions Plan 2020-2030

Adopted 2020

### Description and scope

This plan was prepared to satisfy the requirements of the Environmental Planning and Assessment Act (EP&A Act) and Regulation.

It enables Council or an accredited certifier to levy contributions from developments for the provision of community infrastructure required to meet the demands the population, visitors and/or workers of that development. It also provides an administrative framework, aligning to specific community infrastructure strategies and a comprehensive strategy for transparent and accountable assessment, collection, expenditure, accounting and review of development contributions.

### Key directions

The plan identifies that the forecast development within the Hornby Shire will generate up to 16,595 new residents in private dwellings by 2030. It assumes that this will create additional demand for community facilities and upgrades to existing facilities.

The plan acknowledges the preceding Plan's recommendation for a combination of new and embellished community and cultural centres, including:

- construction of a new centralised Hornsby Library and community centre (co-located)
- construction of an expanded Pennant Hills Library, co-located with Pennant Hills community centre
- expansion of the Wallarobba Arts and Cultural Centre
- construction of a new Cherrybrook Community Centre
- embellishment of existing community centres to provide for provide additional capacity of indoor and outdoor activity spaces, upgraded amenities, audio visual equipment, etc.

The location of the section 7.11 (S7.11) community facilities are shown in **Figure 4** on the following page.

The plan's works schedule attributes the following total costs to community and cultural facilities at an LGA-wide catchment (one third by Council, two third by new developments):

- expansion of Wallarobba Arts and Cultural Centre: \$8,933,25.00
- new Cherrybrook Community Centre: \$2,153,424.00
- new Pennant Hills Library and Community Centre: \$19,040,710.00
- embellishment of existing community centres: \$7,065,500.00
- new Hornsby Central Library: \$23,352,000.00
- new Hornsby (multipurpose community centre): \$19,817,000.00

### Implications

The plan identifies an LGA-wide catchment approach to the provision of new facilities and the embellishment of existing facilities. The plans works schedule outlines the attributed costs for the delivery of new facilities in Hornsby, Pennant Hills and Cherrybrook. The expansion of Wallarobba Arts and Cultural Centre is scheduled to be completed first, followed by new facilities in Cherrybrook and Pennant Hills and the embellishment of existing facilities.

In total, the plan proposes \$83,553,363.00 worth of capital works to community and cultural facilities (including adding to library resources). Of this sum, approximately 62% is allocated to facilities in Hornsby suburb.



## Land – Lease/Licence by Council Policy

Adopted 2018

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### Description and scope

This policy sets out the principles, framework, responsibilities, and processes to manage the leasing and licensing of Council land and buildings.

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### Key directions

The policy requires all users leasing or licencing Council land to pay a rental sum to gain the best value for Council, such as market rent. However:

- rent free periods for early occupation or internal works may be negotiated
- rentals may be negotiated if outgoings are included in rent
- rental subsidies can be appointed to various types of community groups.

The maximum length of the lease / licence is generally five years.

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### Implications

The policy effectively establishes a two tier system of leased and licenced properties, with commercial groups paying market rents, as per this policy.

Community based non profit groups pay discounted rents, as per the Lease/Licence of Council Land and Buildings to Community Groups Policy, discussed on the following page.

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## Lease/Licence of Council Land and Buildings to Community Groups Policy

Adopted 2018

### Description and scope

The policy provides the framework for the leasing or licensing of Council land to community based non profit groups. It complements and provides further detail to the Land – Lease/Licence by Council policy (see previous).

It defines a community group as ‘an entity which provides a benefit to the community on a non profit basis, has a constitution or charter and a program of services or activities which confirm a commitment to meeting the cultural, social and/or recreational needs of the community’.

The policy excludes kindergartens and preschools, as well as occasional and regular hire of community, cultural and sporting facilities.

### Key directions and implications

The policy:

- recognises the historical connections many community groups have with the facilities they use, including contributions to the construction of the building
- encourages the shared use of facilities by multiple groups in order to maximise their use
- contains detailed criteria for a community group to lease or licence a facility, including criteria related to the operation of the group, community benefit of the use, and proposed management of the facility
- creates sliding scales of rental subsidies and maintenance requirements, generally with the higher the rental subsidy the greater the maintenance requirements placed on the lessee or licensee
- requires the management of the facility to be reviewed prior to the renewal of a lease or licence and for an Expression of Interest process to be undertaken for use of vacant properties.

It also stipulates that lessees are required to keep facilities in good repair, undertake regular maintenance, and should be ‘willing to undertake significant/identified capital works as necessary to develop the facility as an asset for the long term benefit of the community’.

The lease term gives consideration to suggested capital contribution made by the community group to the facility. Lease terms and contribution range from up to 10% for less than five years, to 50 per cent and over for 11 to 15 years.

The highest rental subsidy offered by Council is 50% of market rental price. Community groups who obtain this subsidy benefit one or more targeted groups identified in Council’s Social Plan, and have minimal multiple use opportunities for the facility. The nominal rental category is capped at \$280/year for eligible community groups, in facilities which offer multiple uses.

### Implications

Council has an obligation to maintain its buildings in safe condition, even if those buildings were constructed by, or with a contribution from, a community group and/or are leased by a community group.

The policy has:

- a large number of criteria for assessing eligibility under the policy
- recognition that some of the criteria will be assessed
- connection between the term of the lease and the original capital contribution made by the lessee.

The policy nominates different annual rental subsidies for the various community group categories. These categories are appointed individual eligibility criteria which informs the level of rental subsidy, including:

- community benefit output, by identifying service delivery to target groups in Council’s Social Plan
- ensuring the facility is available for multiple uses
- varying levels of responsibility regarding generation of capital and maintenance duties
- capability to access grants and the level of supported required from Council to become established.

In addition, the policy links some eligibility criteria to target groups identified in Council’s Social Plan (it is assumed the reference is to the Social Plan 2005-09, as the Social Plan 2009-14 focuses on issues and key priorities instead of target groups - this reference may need to be reviewed further).



## Districts

This Plan takes a district-based approach to the provision of community and cultural facilities across Hornsby Shire.

In the preceding Plan, six districts were nominated. This Plan has consolidated the number of districts to four, with consideration of:

- the Shire's boundary changes, including the transfer of some southern suburbs to the City of Parramatta
- an understanding of the existing centres hierarchy and likely everyday travel patterns by the community
- a catchment population size able to support a district-level community and/or cultural facility
- analysis of the visitation preferences of existing library members, based on library member suburb data (see below)
- geographical challenges
- existing and planned major transport infrastructure and potential residential development.

## Library catchments

Current library membership data demonstrates that Council's existing libraries have generated community facility catchments in Hornsby Shire, likely to be influenced by the following combination of factors:

- ease of accessibility, either by private vehicle along major road routes or through public transport options
- the scale and service delivery of facilities, potentially a deciding factor when accessing larger facilities over smaller facilities when both are approximately the same distance
- urban centre locations, being able to visit the library as well as other services and experiences in larger urban centres.

In this Plan, library catchment data has informed the development of the four district catchments, provided in the following pages.

Library membership data provides insight into existing population catchments for Hornsby Shire's existing four libraries. The membership data indicates that:

- The majority of library members who live in Asquith, Hornsby, Hornsby Heights, Mount Colah, Mount Ku-ringgai, Wahroonga, Waitara (all >87%) and Normanhurst (approximately 74%) visit Hornsby Central Library
- Members who live in Berowra are split between visitation to Berowra Library and Hornsby Central Library, while most members who live in Brooklyn travel to Hornsby Library (approximately 70%, or 183 of 236 members).
- Members who live within the Arcadia-North Western Rural suburbs, Dural and the Galston and Middle Dural suburbs have the most scattered visitation, split across Galston, Hornsby Central and Pennant Hills libraries (The Hills Shire Council also confirmed that Castle Hill and Dural libraries are also highly utilized by these populations, see **Neighbouring councils**, see pp. 51-55)
- Most library members who live in Beecroft-Cheltenham, North Epping, Pennant Hills, Cherrybrook and West Pennant Hills (>83%) had strong visitation to Pennant Hills Library (as well as The Hills Shire Council confirming Hornsby Shire's Castle Hill and Cherrybrook residents use Castle Hill Library, see **Neighbouring councils** (pg. 54), while members in Thornleigh and Westleigh slightly preferred Pennant Hills Library over Hornsby Central Library.

A snapshot of existing library member visitation patterns is provided in **Table 4** in the following pages.

## District catchments

**Figure 5** in the following pages shows the four districts nominated in this Plan:

1. Central district
2. North Eastern district
3. North Western district
4. Southern district, which is comprised of South Eastern and South Western sub-districts.

As the population is distributed more sparsely in the northern part of the local government area, the two Northern districts are considerably larger in area than the Central and Southern districts.

The division of the Southern district into South Eastern and South Western sub-districts has been applied to assist in planning around the uncertainty of the Cherrybrook SP process timing and delivery. The nomination of the sub-districts is intended to:

- enhance flexibility in community and cultural facility planning in the Southern district.
- maintaining a whole of network perspective, supporting the provision of complementary facility spaces and services across the encompassing Southern districts as well as they broader Hornsby Shire.

**Table 3** on the following page lists the current (2020) and projected (2040) suburb populations and Hornsby Shire population component for each of the districts. The districts are expected to remain proportionally consistent from 2020 to 2040, as population estimates indicate similar percentages of the total Hornsby Shire population over the next 20 years.

**Table 3:** Districts and suburb populations (2020)

Districts	Suburbs	2020 population		2040 population			
		No. of people	% Hornsby Shire (nearest 1)	No. of people	Change 2020-2040 (no.)	(%)	% Hornsby Shire (nearest 1)
<b>Central</b>	• Asquith	6,379	4%	9,207	+2,828	+44%	5%
	• Hornsby	24,566	15%	35,961	+11,395	+46%	19%
	• Hornsby Heights	6,445	4%	6,625	+180	+3%	4%
	• Mount Colah/Mount Ku-ringai	10,058	6%	11,024	+966	+10%	6%
	• Normanhurst	5,588	4%	6,030	+442	+8%	3%
	• Wahroonga	4,730	3%	5,637	+907	+19%	3%
	• Waitara	7,654	5%	9,333	+1,679	+22%	5%
	<b>Central subtotal</b>	<b>65,420</b>	<b>42%</b>	<b>83,817</b>	<b>+18,397</b>	<b>+28%</b>	<b>46%</b>
<b>North Eastern</b>	• Berowra	4,894	3%	5,246	+351	+7%	3%
	• Berowra Heights-North Eastern Rural Balance (incl. Cowan, Brooklyn, Dangar Island, Milson's Passage, Peat Island)	6,466	4%	6,557	+91	+1%	4%
	• Brooklyn	650	<1%	699	+49	+8%	<1%
	<b>North Eastern subtotal</b>	<b>12,010</b>	<b>8%</b>	<b>12,502</b>	<b>+492</b>	<b>+4%</b>	<b>8%</b>
<b>North Western</b>	• Arcadia - North Western Rural (incl. Berrilee, Canoelands, Fiddletown, Forest Glen, Glenorie, Maroota, Laughtondale, Singletons Mill, Wisemans Ferry)	3,896	2%	4,002	+106	+3%	2%
	• Dural	5,727	4%	6,298	+571	+10%	3%
	• Galston - Middle Dural	3,581	2%	4,362	+781	+22%	2%
	<b>North Western subtotal</b>	<b>13,204</b>	<b>8%</b>	<b>14,662</b>	<b>+1,458</b>	<b>+11%</b>	<b>8%</b>
<b>Southern</b>	<b>South Eastern:</b>						
	• Beecroft - Cheltenham	10,290	7%	11,446	+1,156	+11%	6%
	• North Epping	4,732	3%	4,889	+157	+3%	3%
	• Pennant Hills	7,975	5%	9,433	+1,458	+18%	5%
	• Thornleigh	8,955	6%	10,634	+1,679	+19%	6%
	• Westleigh	4,579	3%	4,771	+192	+13%	3%
	<i>South eastern sub-district subtotal</i>	<i>36,531</i>	<i>23%</i>	<i>41,173</i>	<i>+4,642</i>	<i>+13%</i>	<i>22%</i>
	<b>South Western:</b>						
	• Castle Hill	5,917	4%	5,624	-293	-5%	3%
	• Cherrybrook	18,680	12%	21,378	+2,698	+14%	12%
	• West Pennant Hills	4,167	3%	4,945	+778	+19%	3%
	<i>South eastern sub-district subtotal</i>	<i>28,764</i>	<i>18%</i>	<i>31,947</i>	<i>+3,183</i>	<i>+11%</i>	<i>17%</i>
	<b>Southern subtotal</b>	<b>65,295</b>	<b>42%</b>	<b>73,120</b>	<b>+7,825</b>	<b>+12%</b>	<b>40%</b>
<b>Hornsby Shire total</b>		<b>155,929</b>		<b>184,101</b>	<b>+28,172</b>	<b>+18%</b>	

Source: Profileid data. 2019

**Table 4:** Library membership visitation, by member suburb (2020)

		Hornsby Central Library		Pennant Hills Library		Berowra Library		Galston Library	
<b>Total members</b>		<b>36,333 members</b>		<b>17,884 members</b>		<b>2,739 members</b>		<b>831 members</b>	
		No.	%.	No.	%.	No.	%.	No.	%.
<b>Central district</b>		<b>30,655 members</b>							
Asquith	2,149	2,065	96%	0	0%	0	0%	0	0%
Hornsby	13,785	13,316	97%	276	2%	0	0%	0	0%
Hornsby Heights	2,505	2,390	95%	0	0%	0	0%	0	0%
Mount Colah-Mount Ku-ringai	3,390	3,076	91%	0	0%	359	11%	0	0%
Normanhurst	2,160	1,594	74%	552	26%	0	0%	0	0%
Wahroonga	2,703	2,546	94%	127	5%	0	0%	0	0%
Waitara	3,963	3,872	98%	0	0%	0	0%	0	0%
<b>North Eastern</b>		<b>4,226 members</b>							
Berowra	1,894	739	39%	0	0%	1,116	59%	0	0%
Berowra Heights-North Eastern Rural	2,094	726	35%	0	0%	1,331	63%	0	0%
Brooklyn	236	183	78%	0	0%	49	20.7%	0	0%
<b>North western</b>		<b>1,891 members</b>							
Arcadia-North Western Rural	393	148	38%	46	7%	0	0%	205	49%
Dural	691	180	26%	376	54%	0	0%	124	18%
Galston-Middle Dural	807	255	32%	54	4%	0	0%	502	54%
<b>Southern district</b>		<b>21,669 members</b>							
<b>South Eastern sub-district</b>		<b>15,449 members</b>							
Beecroft-Cheltenham	3,164	714	23%	2,426	69%	0	0%	0	0%
North Epping	280	28	10%	252	90%	0	0%	0	0%
Pennant Hills	6,435	997	16%	5,386	84%	0	0%	0	0%
Thornleigh	3,734	1,475	40%	2,229	60%	0	0%	0	0%
Westleigh	1,836	676	37%	1,147	63%	0	0%	0	0%
<b>South Western sub-district</b>		<b>6,222 members</b>							
Castle Hill	n/a	n/a		n/a		n/a		n/a	
Cherrybrook	3,886	699	18%	3,140	81%	0	0%	0	0%
West Pennant Hills	2,334	441	19%	1,872	80%	0	0%	0	0%

Source: Hornsby Shire Council Library Management System data, 2020



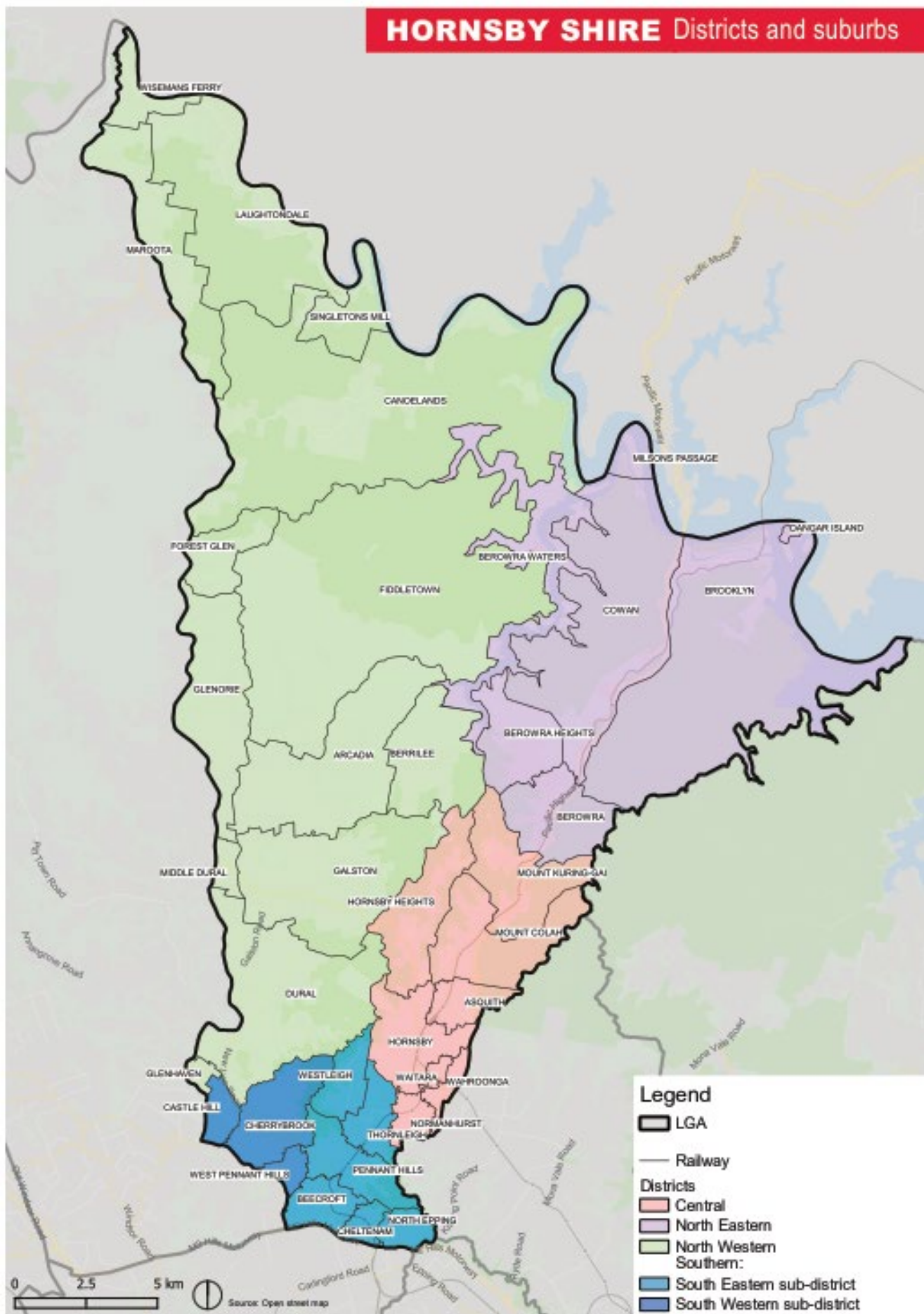


Figure 5: Hornsby Shire districts

## People

### Current and projected population characteristics

The population of Hornsby Shire is approximately 156,000 in 2020. It is projected to reach 184,100 people by 2040, which is an increase of close to 28,170 people over 20 years (an 18% increase on current figures).

Service age groups, which divide the population into age categories that reflect typical life-stage, have been used for the demographic analysis. They have implications for different types of community and cultural facilities as people's needs change over the course of their life. The service age groups used are:

- babies and pre-schoolers (0 to 4 years)
- primary and early high schooler (5 to 14 years)
- mature high schoolers (15 to 19 years)
- tertiary education and newly independent (20 to 24 years)
- young workforce, parents and homebuilders (25 to 44 years)
- older workers and pre-retirees (45 to 64 years)
- empty nesters and retirees (65 to 84 years)
- elderly (85 years and over).

Cultural data was also investigated to understand the cultural diversity of Hornsby Shire's current population, and potential concentrations of cultural groups in districts. Services and spaces provided to communities need to respond to the cultural needs of communities, supporting opportunities for inclusive community participation and fostering cohesion. The following cultural factors were investigated:

- residents born overseas
- proficiency in spoken English
- top countries of birth (other than Australia).

Age groups and cultural data for each of the districts are provided in **Appendix A**. A snapshot of the current population of Hornsby Shire is shown in **Figure 6** in the following pages.

Whilst it is important to understand the makeup of a particular catchment, it is also important to note that communities are subject to change over time and also tend to age in place. As such, facility provision should emphasise a multi-purpose approach as key to providing for changing needs of the community over time.

Population growth across Hornsby Shire is not projected to be distributed evenly, and population increases are not equally distributed across suburbs in districts (see following page). **Table 5** below gives an indication of population growth by district and as a proportion of Hornsby Shire LGA.

**Table 5:** Projected population growth by district, 2020-2040

Districts	2020		2040		2020-2040	
	No.	% of Hornsby Shire LGA	No.	% of Hornby Shire LGA	Change no.	Change %
<b>Central</b>	65,420	42%	83,817	46%	+18,397	+28%
<b>North Eastern</b>	12,010	8%	12,502	7%	+492	+4%
<b>North Western</b>	13,204	8%	14,662	8%	+1,458	+11%
<b>Southern</b>	65,295	42%	73,120	40%	+7,825	+12%
<i>South Eastern</i>	36,531	23%	41,173	22%	+4,642	+13%
<i>South Western</i>	28,764	18%	31,947	17%	+3,183	+11%
<b>Hornsby Shire</b>	<b>155,929</b>		<b>184,101</b>		<b>+28,172</b>	<b>+18%</b>

Source: Profileid forecast 2019

The **Central district** is currently one of the largest districts based on population, with just over 65,420 people (2020). It accounts for approximately 40 per cent (42%) of Hornsby Shire's total current resident population, which is comparable to the current Southern district (see below).

This district has a strong representation of people in the workforce and families with dependent children. It is, and will likely continue to be, the most diverse district. Close to half of the current population is born overseas and the top three countries of birth are China, India and the United Kingdom. Hornsby suburb, which includes Hornsby Town Centre, and Waitara accommodate a concentration of cultural diversity in the Central district, with the highest proportions of residents speaking languages other than English in the district.

The majority of Hornsby Shire's projected growth will be focused in the Central district. It is expected that this district will accommodate close to half (46%) of Hornsby Shire's population by 2040, as 83,817 people are expected to call this district home. This is an increase of close to 18,400 people (28% on 2020 figures). This growth will make the Central district the largest district.

Hornsby suburb is projected to accommodate the largest actual (no. of people) and proportionate (% of population growth) over the next 20 years, expected to increase from approximately 24,500 people to almost 40,000 (15% to 19%). However, this increase will not be equitably distributed across Hornsby suburb, as almost 85% of this increase will be concentrated in HTC (9,500 people of the projected 11,400 people increase). High growth is also focussed to the north and east of Hornsby suburb, in Asquith (approx. +2,830 people) followed by Waitara (approx. +1,680 people).

The **North Eastern district** currently has the smallest population of the four districts with approximately 12,000 people (8% of the Hornsby Shire population in 2020). This district also has a strong representation of people in the workforce and in families with children, in particular young school aged children. It has one of the lowest representations of cultural diversity, as close to half of all residents speak English only and the dominant countries of birth overseas are the United Kingdom and New Zealand.

The **North Western district** has the second smallest population of all the districts, comparable to the North Eastern district, with approximately 13,000 people (also 8% of the Hornsby Shire population in 2020). This district has the highest representation of older workers and pre-retirees and empty nesters and retirees. Similar to the North Eastern District, most residents speak English only and were born overseas in the United Kingdom, followed by strong representations of South Africa and China.

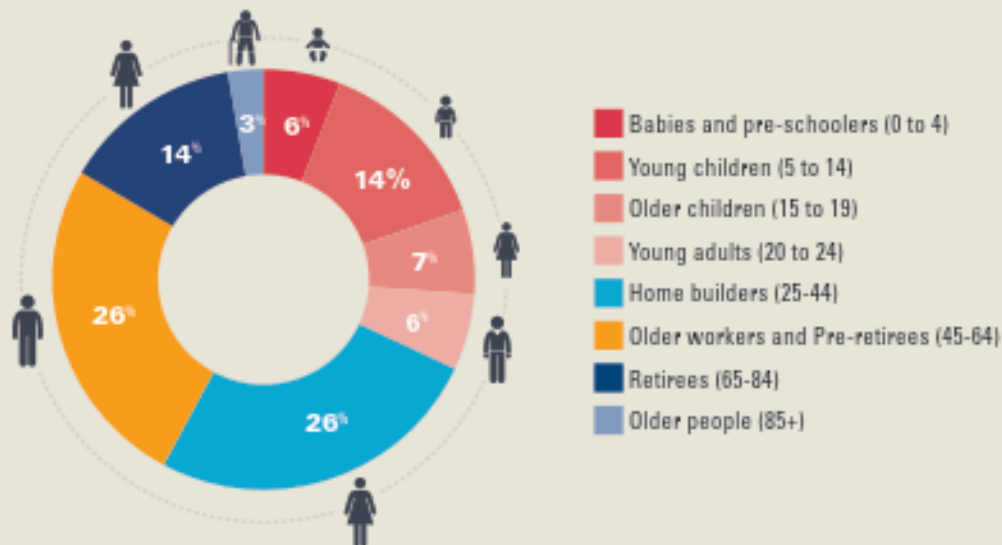
The North Eastern and North Western districts are projected to experience minimal population increases up to 2040. In the North Eastern district an additional 492 people are forecast, with growth focused in Berowra (approx. +350 people). In the North Western district, Dural and Galston-Middle Dural are each projected to increase by more than 500 people each and will contribute to almost all of the total population increase of 1,458 people by 2040 (combined 1,352 people, 93% of projected increase). Of these locations, the greatest actual and proportional change will be in Galston-Middle Dural, projected to increase by 781 people.

The **Southern district** is currently comparable to the Central district in population size and as part of Hornsby Shire (65,292 people, 42% of Hornsby Shire) in 2020. As growth is concentrated in the Central district, this proportional representation is projected to decrease by 2040 (40% of Hornsby Shire). However, population increase is still high, as the Southern district is expected to reach approximately 73,100 people (an increase of approximately 7,800 people):

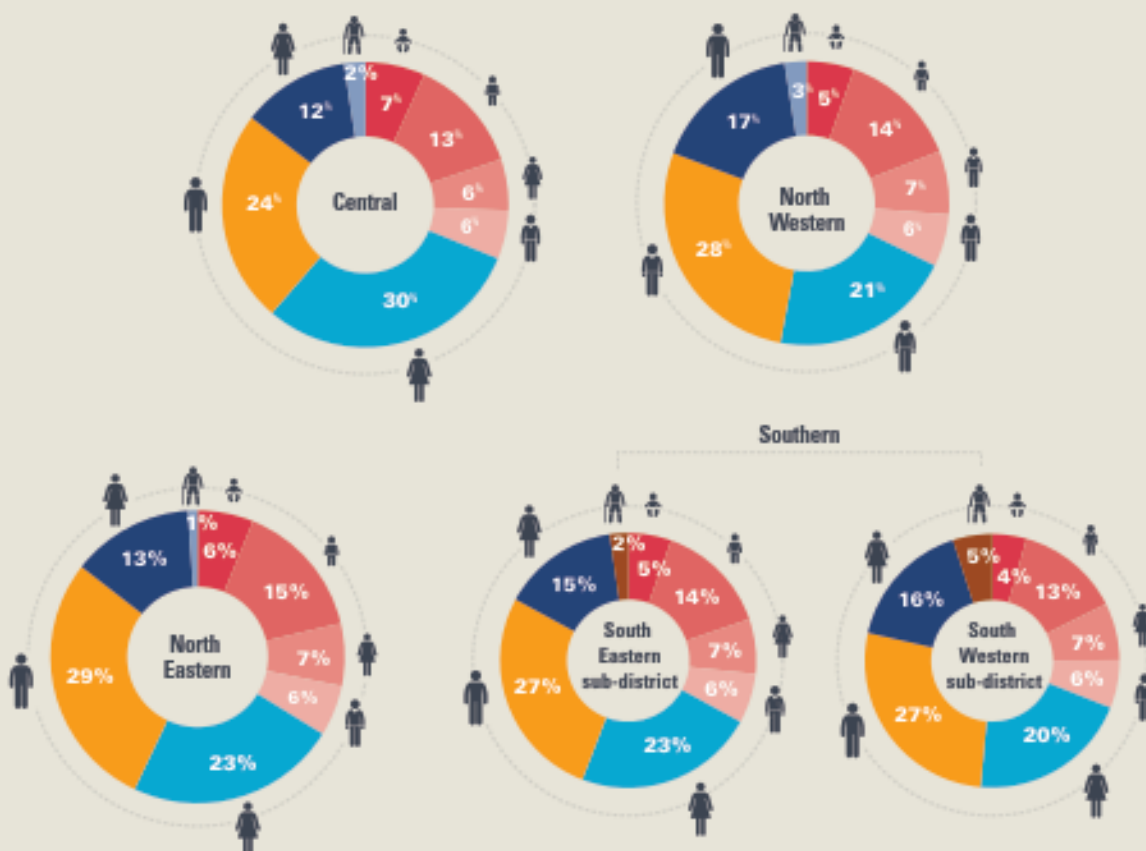
- The **South Eastern sub-district** currently represents close to one quarter of the total Hornsby Shire population (36,531 people, or 23%). This sub-district has a high representation of young people aged between 20 to 24 years, and the majority of the population speaks English only. However, over the last 10 years, this sub-district has become more culturally diverse, and now almost one third of the population is born overseas. The country of birth is also shifting, increasingly significantly in the proportion of residents born in China and India and decreasing in the proportion of residents born in the United Kingdom.
- The **South Western sub-district** is slightly smaller, currently accounting for close to approximately 18% of the total Hornsby Shire population (28,764 people). This district has a strong representation of older workers and pre-retirees as well as younger workers, parents and homebuilders. While this sub-district already has strong representation of older persons, the portion of older residents is increasing. This sub-district is also highly diverse, as close to half of the population is born overseas, mostly in China, India and the United Kingdom.
- The South Eastern sub-district is projected to experience slightly higher actual and proportional population growth (up to 4,640 people, +13%) than the South Western sub-district (3,183 people, +11%).



## Hornsby Shire overall (2020)



## Spotlight on districts (2020)





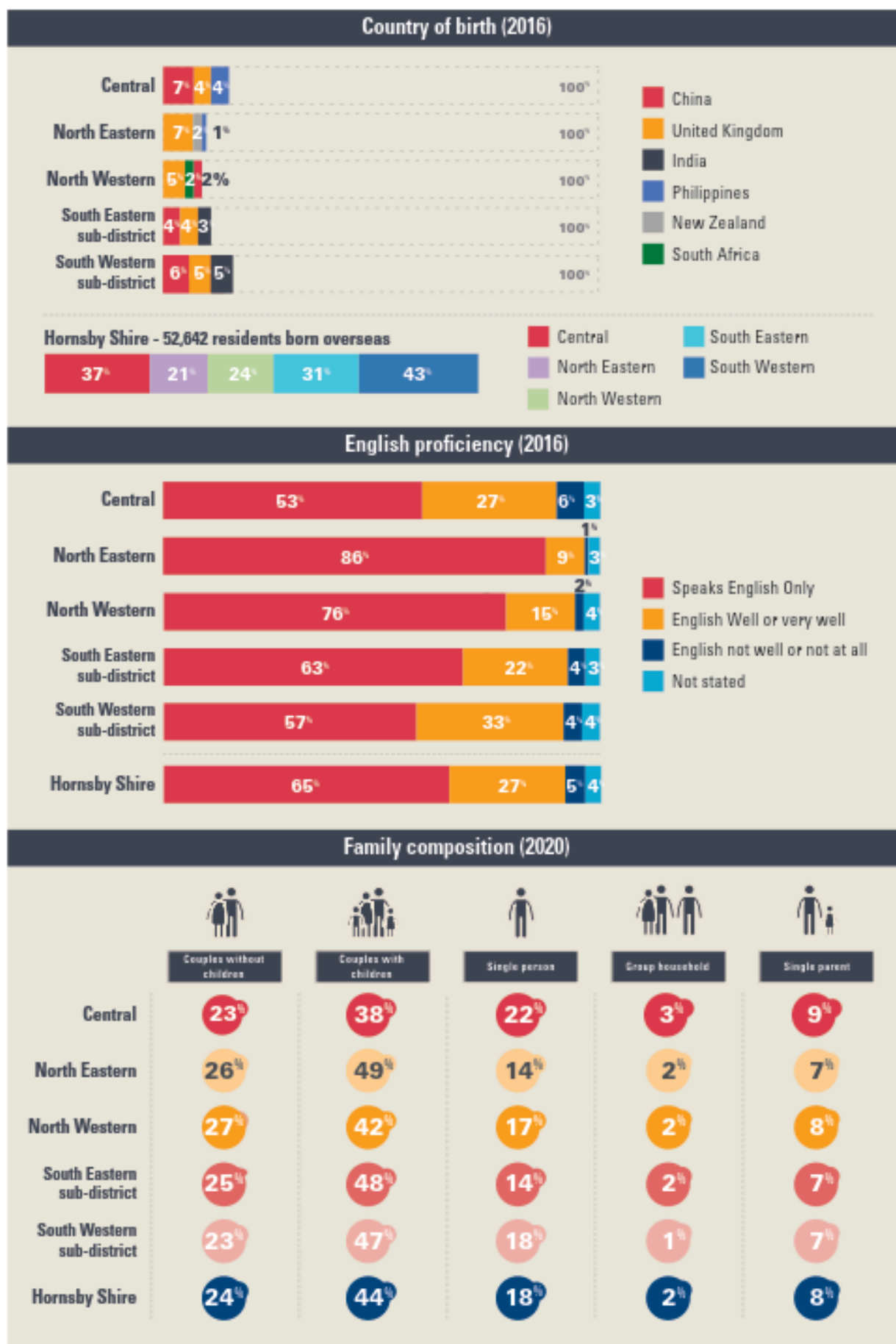


Figure 6: Demographic characteristics of Hornsby Shire and districts

## Development areas

### Central district

In the Central district, there are three development scenarios underway:

- the HTC Review
- Hornsby West and East sides.

#### HTC Review

The GSC's North District Plan identifies (in part), the following priorities for the Hornsby Town Centre:

- encourage revitalisation of the commercial core
- better integrate Westfield Hornsby into the centre and make the area more attractive
- attract mixed-use development west of the railway line, encourage stronger integration within the centre, and encourage the development of a lively 'eat-street' or restaurant strip
- improve walking and cycling connections between Hornsby Station and the Hospital
- reduce negative traffic impacts on pedestrians
- promote walking, cycling and public transport to the centre and within it
- prioritise public domain.

Brickfield's draft *Hornsby Town Centre Review: Social and Community Infrastructure Needs Assessment* (2019) initiates the culmination of NSROC, GSC and Council visions for Hornsby Town Centre as a regional destination with retail, services and civic spaces and services. As previously provided in the **Introduction and Summary** (pg. 1) the draft assessment integrates recommendations for the provision of community and cultural facilities in Hornsby Town Centre from the preceding Plan, including:

- a multipurpose community hub and redeveloped library (5,500-6,000sqm), through the redevelopment of Hornsby Library to a 3,000sqm sub-regional facility and a new 2,500-3,000sqm multipurpose community, creative and civic space
- utilising the existing library site
- the expansion of Wallarobba Arts and Cultural Centre to 1,500-2,00sqm.

In addition, the assessment recommended:

- 500sqm of multi-purpose youth outdoor space, catering for 12-18 year olds
- A diversified and intergenerational entertainment precinct.

### Hornsby West and East sides

Council has now commenced the HTC Review (see above) to look at all parts of Hornsby Town Centre and provide a strategic framework to facilitate the revitalisation of the Hornsby Town Centre. Identified as a 'strategic centre' under the North District Plan, the aim is to strengthen Hornsby's employment and housing capacities and enhance the centre's public amenity, liveability, accessibility, safety, environmental sustainability and visual appeal.

The HTC Review investigation area encompasses both the East and West sides of Hornsby Station. In the east, it includes Westfield Hornsby, Hornsby Mall and the businesses located along George Street up to Bridge Road which forms the northern boundary. In the west, it is bound to the south by Hornsby RSL Club and includes all the businesses on Peats Ferry Road, in William and Dural Streets, up to Bridge Road to the north.

The project reviews mixed use opportunities and improvements to planning controls to concentrate employment and residential uses within Hornsby's town core and deliver the public infrastructure needed to support growth. It includes reviewing the community and cultural facilities to support future the residents and workers within the strategic centre.

Land within the commercial centre to the west of Hornsby Station was rezoned in 2014, providing opportunities for the development of approximately 1,000 dwellings, and a population increase of 2,000 people. Most of the development associated with the rezoning is expected between 2021 and 2031.

At time of preparing this Plan, the forecast growth for the Hornby Town Centre was:

- between 3,500-4,500 new dwellings, with up to 10,000 new residents
- approximately 100,000sqm of new retail and commercial floor area
- 3,000 additional jobs.

To support the revitalisation of Hornsby Town Centre and the new mixed use developments, it is anticipated that there will be an opportunity to deliver a new multipurpose community facility of up to 7,000sqm, including a sub-regional library and community, cultural and creative space within the Hornsby Town Centre.

## **Southern district**

### **Cherrybrook SP**

The Cherrybrook SP is expected to accommodate up to 3,200 new dwellings on NSW government-owned land (up to 600 dwellings) and private land falling within Hornsby Shire and The Hills Shire council boundaries by 2036. This would result in a projected population increase of some 6,000 people in Cherrybrook.

DPIE envision that the land area under state government ownership, encompassing the Cherrybrook Metro station, will become a vibrant local town centre and community focal point, with retail, a public plaza, parks and other public amenities (including car parking). If a structure plan is prepared for the broader area beyond government owned land, it is unlikely that any construction would commence before 2026.

## **Beyond Hornsby Shire**

There are a number of potential development areas just outside the Hornsby Shire which have implications for community and cultural facilities provided within Hornsby LGA.

Proposed developments are:

- Castle Hill, in The Hills Shire Council to the west, as part of the North West Metro
- Land at Peat Island and Mooney Mooney in Central Coast Council to the north
- Epping and Macquarie Park urban renewal areas to the south and south east.

If approved, the Peat Island and Mooney Mooney rezoning is likely to result in the development of 400 new dwellings on the northern side of the Hawkesbury River. The concept plan prepared as part of the rezoning application includes unspecified community facilities on Peat Island, as well as a Rural Fire Service Station in Mooney Mooney village



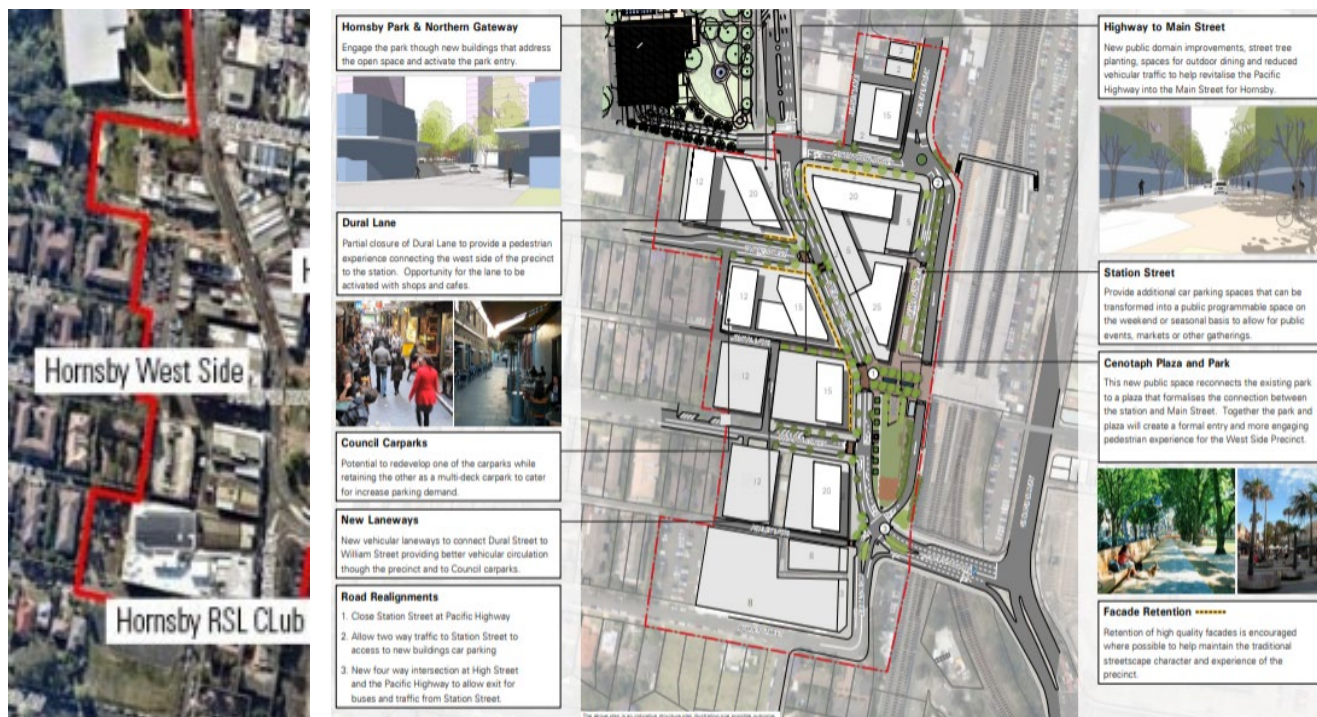


Figure 7: Hornsby West Side

Source: Hornsby Council website, 2019



Figure 8: Hornsby East side

Source: Hornsby Council website, 2019



## Council facilities

Hornsby Shire Council provides four main types of community and cultural facilities:

- libraries
- community and cultural centres
- community land for the provision of scout and guide halls
- other Council facilities.

This sub-section contains a snapshot and associated map of each of these facility types. The snapshots contain information on services and activities, utilisation, spatial distribution, and maintenance and operating costs. Data was obtained from a number of sources, including consultation with community facility users and management and facility visits (for the preceding Plan), as well as council records and projections and desktop research (new data for this Plan).

For the preceding Plan, extensive community consultation was undertaken in 2013-2014. Post 2014, major changes to the Shire's community and cultural facilities provision and management are due largely to a combination of external factors, including the southern boundary adjustment and planning reforms, and Council progress from the preceding Plan recommendations, which has involved ongoing consultation with facility users.

Just prior to the revision of the preceding Plan, Council also undertook extensive community consultation in the process of developing the Shire's current CSP, hearing community aspirations for spaces, connection and experiences in Hornsby Shire. Where relevant, community consultation findings from the CSP have been considered, testing consistency of the community's reflections across the preceding Plan and this Plan.



Storey Park Community Centre



Pennant Hills Community Centre



Hornsby Central Library



Cherrybrook Community and Cultural Centre/Greenway Park



Galston Library



Dangar Island Community Centre

Figure 9: Community and cultural facilities in Hornsby Shire Council

## Libraries snapshot

**NOTE:** Due to COVID-19, all libraries were closed from Monday 23 March 2020 and reopened to reduced hours and services only on Monday 1 June 2020. As a result, reflective trend data is not available for 2019/20 and has not been considered in the following snapshot.

<b>Number</b>	One central library and three branch libraries	
<b>Distribution</b>	<ul style="list-style-type: none"> <li>Central district: Hornsby Central Library (central)</li> <li>North Eastern district: Berowra Library</li> <li>North Western district: Galston Library</li> <li>Southern district - South Eastern sub-district: Pennant Hills Library</li> </ul> <p>All of the libraries are accessible by train or bus, except Galston which is accessible only by vehicle.</p>	
<b>Operation</b>	All of the libraries are operated by Council	
<b>Year of construction</b>	<ul style="list-style-type: none"> <li>Hornsby Central Library: 1962</li> <li>Berowra Library: 1980</li> <li>Galston Library: 1976</li> <li>Pennant Hills Library: 1999</li> </ul> <p>Three of Council's four libraries are more than 40 years old.</p>	
<b>Key spaces and features</b>	<ul style="list-style-type: none"> <li>Hornsby Central Library: largest library in Hornsby Shire (2,700sqm) with two meeting rooms, study rooms and free community exhibition space</li> <li>Berowra Library: small library (172sqm), with one meeting room and co-located with Berowra Community Centre</li> <li>Galston Library: smallest library in Hornsby Shire (115sqm) in heritage building (repurposed church)</li> <li>Pennant Hills Library: medium sized library in Hornsby Shire (560sqm) and co-located with Pennant Hills Community Centre</li> </ul>	
<b>Services and activities</b>	<b>Services</b> <ul style="list-style-type: none"> <li>library collections including books DVDs and magazines</li> <li>e-library including e-books, e-magazines and e-audio public access computers and WiFi</li> <li>study areas and meeting rooms</li> <li>volunteer Justices of the Peace</li> <li>home library service</li> </ul>	<b>Activities</b> <ul style="list-style-type: none"> <li>author talks</li> <li>book clubs</li> <li>summer reading club</li> <li>storytime sessions</li> <li>school holiday activities</li> <li>seminars and programs</li> <li>knitting groups</li> </ul>
<b>Utilisation</b>	<ul style="list-style-type: none"> <li>Visits to libraries across Hornsby Shire has remained consistent over 2017/18 to 2018/19, ranging from 694,325 to 689,235 people.</li> <li>New memberships have remained consistent over 2017/18 to 2018/19, ranging from 6,740 to 6,391 with around 70,000 members in total.</li> <li>There was a reduction in the number of physical library loans, from 798,737 in 2017/18 to 765,664 in 2018/19.</li> <li>This was offset by the number of e-book, e-audiobook and e-magazine loans which has increased continuously since the service was introduced in 2011/12. In 2018/19, the number of e-loans was 257,324 across Council's libraries.</li> <li>In total, loans for libraries increased over 2017/18 to 2018/19 from 984,048 to 1,022,988.</li> </ul>	

	<ul style="list-style-type: none"> <li>• The number of children attending the range of storytime sessions has remained consistent across the Hornsby Shire's libraries, with around 11,300 children attending.</li> <li>• The average total number of programs held over 2017/18 and 2018/19 is approximately 955 per year with an average of 25,598 people attending.</li> <li>• Over 2018/19, 48,670 information requests and 142,146 customer service requests were made in Hornsby Shire's libraries. These are higher order numbers when compared to NSW's larger library network.</li> <li>• Wireless connections have decreased in total by 8,696 bookings from 2017/18 to 2018/19 across Hornsby Shire. However, wireless usage based on downloads has remained consistent at approximately 19,200 GB.</li> <li>• Room hire for community use (i.e. not Council or library uses) has increased at Hornsby Central Library from 1,162 in 2018/19 to 1,287 in 2019/20, and Berowra continues to offer room hire.</li> <li>• Over 2017/18 and 2018/19, both the number of sessions provided and the participation in activities such as knitting groups, book club meetings and meet the author sessions have increased averaging 25,000 people attending. These programs are currently constrained by meeting room availability.</li> <li>• Outside of the COVID-19 context, the importance of libraries as spaces for community activities has certainly been increasing over the past decade. It is therefore likely that the popularity of library activities in the Shire is likely to continue to increase.</li> </ul>
<b>Asset cost</b>	The total projected 10 year maintenance cost for libraries averages \$416,000, resulting in an annual average of some \$83,000 per year.
<b>Consultation outcomes</b>	<p>In the preceding Plan, the main activities and services online survey respondents have accessed in the past, or would consider accessing in the future, were:</p> <ul style="list-style-type: none"> <li>• library resources, such as books, DVDs and magazines</li> <li>• library activities for adults, such as seminars and author talks</li> <li>• library study space and meeting space</li> <li>• library activities for children, such as storytimes.</li> </ul> <p>For all types of community and cultural facilities, car parking was identified as the most essential feature of a facility. A significant majority of survey respondents identified study, reading and meeting spaces as an essential or desirable feature of libraries. In addition, respondents nominated friendly and helpful staff as important to library users.</p> <p>In a 2015 customer satisfaction survey completed by Council, 92% of frequent visitors felt that library services were good to excellent. When asked about the library collections and services offered:</p> <ul style="list-style-type: none"> <li>• the most used collections were adult non-fiction, adult fiction and DVDs (noting that these selections were influenced by the age of participants)</li> <li>• collection materials selected as poor quality were DVDs and CDs, books and magazines in languages other than English, magazines and newspapers, and audio books</li> <li>• help from staff and the online catalogue were nominated as the core and most used library services, which were both ranked as high-quality service offerings</li> <li>• use of the library as a space for customers own activities, to access wi-fi and internet were regarded as the poorest services</li> </ul>

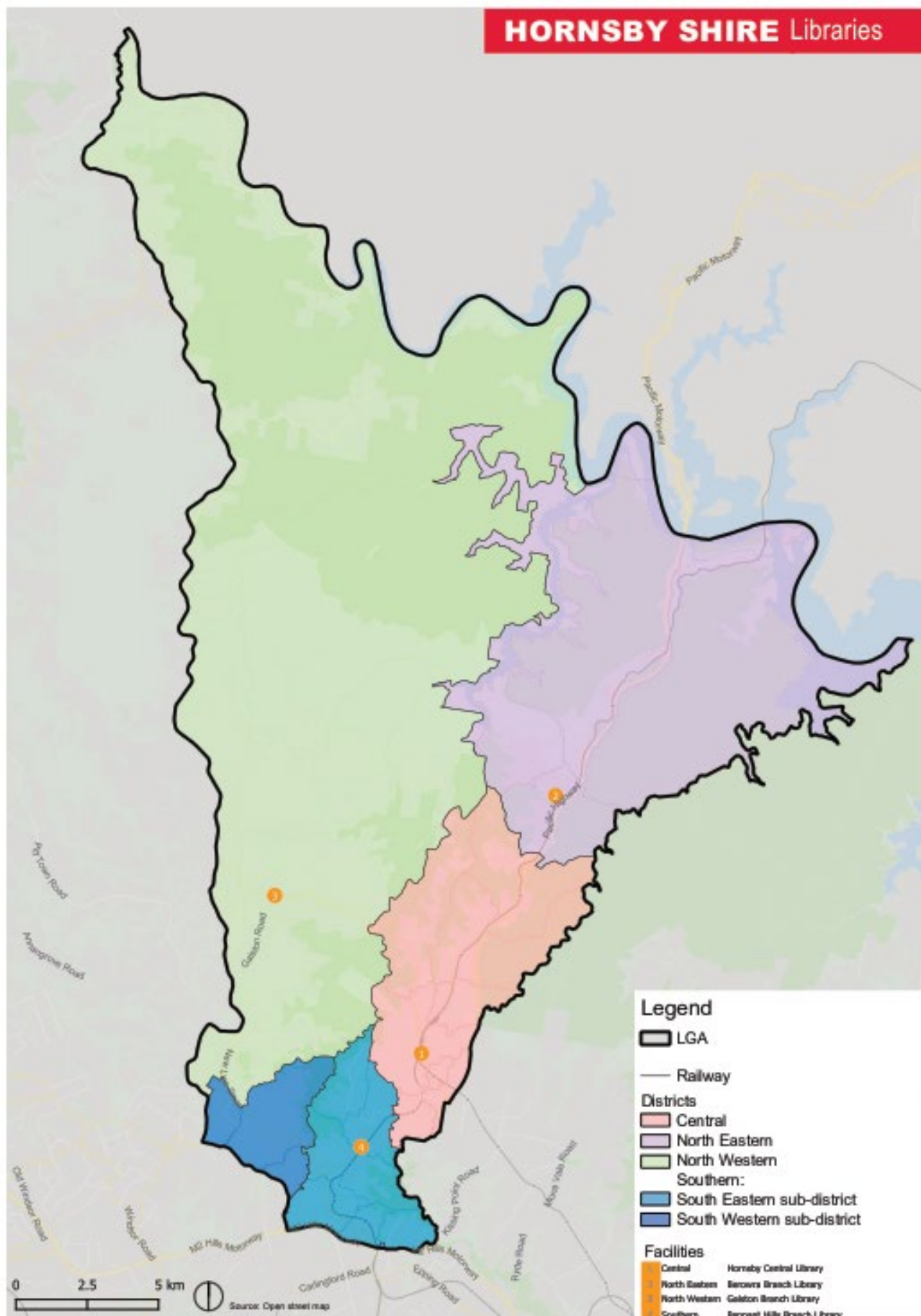


Figure 10: Hornsby Shire libraries



## Community and cultural centres snapshot

<b>Number</b>	27 facilities
<b>Distribution</b>	<ul style="list-style-type: none"> <li>Central district: 8 facilities</li> <li>North Eastern district: 8 facilities</li> <li>North Western district: 4 facilities</li> <li>Southern district: 7 facilities</li> <li>South Eastern sub-district: 6 facilities</li> <li>South Western sub-district: 1 facility</li> </ul> <p>Community and cultural centres are largely clustered in centres to the south and east of the Shire, often within one kilometre of the rail line. Community centres are often located in or near parks and other open spaces. Only two facilities are co-located with libraries (Berowra Community Centre with Berowra Library and Pennant Hills Community Centre with Pennant Hills Library)</p>
<b>Management</b>	All facilities are managed by Council (including the five with volunteer management committees, who provide strategic input)
<b>Sizes of facilities</b>	<ul style="list-style-type: none"> <li>Central district: 2 of the 8 facilities are just over 500sqm (Storey Park Community Centre and Wallarobba Arts and Cultural Centre) and Mount Colah Community Centre is close to 500sqm (413sqm), while the remaining facilities range from 80sqm to 350sqm.</li> <li>North Eastern district: 1 large facility (Berowra Community Centre, close to 1,300sqm) and all remaining facilities are less than 200sqm</li> <li>North Western district: 1 facility just over 500sqm (Galston Community Centre) and the remainder are all larger than 250sqm</li> <li>Southern district:</li> <li>South Eastern sub-district: 1 facility close to 1,500sqm (Pennant Hills Community Centre) and 1 close to 500sqm (Thornleigh Community Centre), remainder less than 400sqm</li> <li>South Western sub-district: 1 facility only, close to 1,500sqm (Cherrybrook Community Centre/Greenway Park)</li> </ul> <p>Overall, 20 of the 27 facilities are smaller than 500sqm.</p>
<b>Spaces and features</b>	<ul style="list-style-type: none"> <li>Central district: 10 halls (various sizes), as well as 4 meeting rooms and 6 offices, also art making and smaller exhibition spaces in Wallarobba Arts and Cultural Centre</li> <li>North Eastern district: 8 halls (various sizes) as well as 3 meeting rooms</li> <li>North Western district: 6 halls (various sizes) and 3 meeting rooms</li> <li>Southern district:</li> <li>South Eastern sub-district: 10 halls (various sizes) and 1 meeting room</li> <li>South Western sub-district: 2 halls and 3 meeting rooms.</li> </ul> <p>Most facilities are adjacent to open spaces (including spaces with playgrounds) and several have covered outdoor spaces (e.g. verandahs)</p>
<b>Activities and services</b>	<ul style="list-style-type: none"> <li>arts and crafts classes</li> <li>community gatherings</li> <li>community group meetings</li> <li>dance and exercise classes</li> <li>playgroups</li> <li>private functions and events</li> </ul>
<b>Utilisation</b>	In 2019/20, the proportion of available hours that are used by regular groups on a weekly basis ranges from 0% at Cowan Community Centre, Brooklyn Leisure and

	Learning Centre and Glenorie Community Centre to 63% at Pennant Hills Community Centre. The number of groups who regularly use community and cultural facilities ranges from one to 31 across the centres.
<b>Asset cost</b>	The average expenditure per year over 2018/19 to 2019/20 was approximately \$450,000 across Hornsby Shire's community facilities. In 2019/20 costs for individual facilities range from \$604 for Dangar Island Centre to \$140,401 for Berowra Community Centre (asset management allocated costs).
<b>Fees and charges</b>	In 2019/20, fees for hiring community and cultural centres range from \$10.00 per hour for non-profit groups at Arcadia Community Centre to \$1,315 for the whole of Friday and/or Saturday night hire of Cherrybrook Community Centre. More information on fees and charges is included in <b>Fees and charges</b> (pg.75).
<b>Consultation outcomes</b>	<p>In the preceding Plan, the main activities and services online survey respondents have accessed in the past or would consider accessing in the future at community and cultural centres were:</p> <ul style="list-style-type: none"> <li>• exercise/sporting classes or activities</li> <li>• community clubs or meetings</li> <li>• art/craft classes or activities.</li> </ul> <p>For all types of community and cultural facilities, car parking was identified as the most essential feature of a facility. The three most important features of community and cultural centres identified by survey respondents were affordable hire fees, relevant activities or services and the equipment and amenities provided.</p> <p>In the preceding Plan, consultation with facility management committees revealed a number of key issues for community and cultural centres, including the:</p> <ul style="list-style-type: none"> <li>• need for more flexible spaces for hire</li> <li>• need for bespoke storage solutions for different activities</li> <li>• desire for a clear policy approach to the use of community facilities for commercial activities and fees and charges for facility hire.</li> </ul>

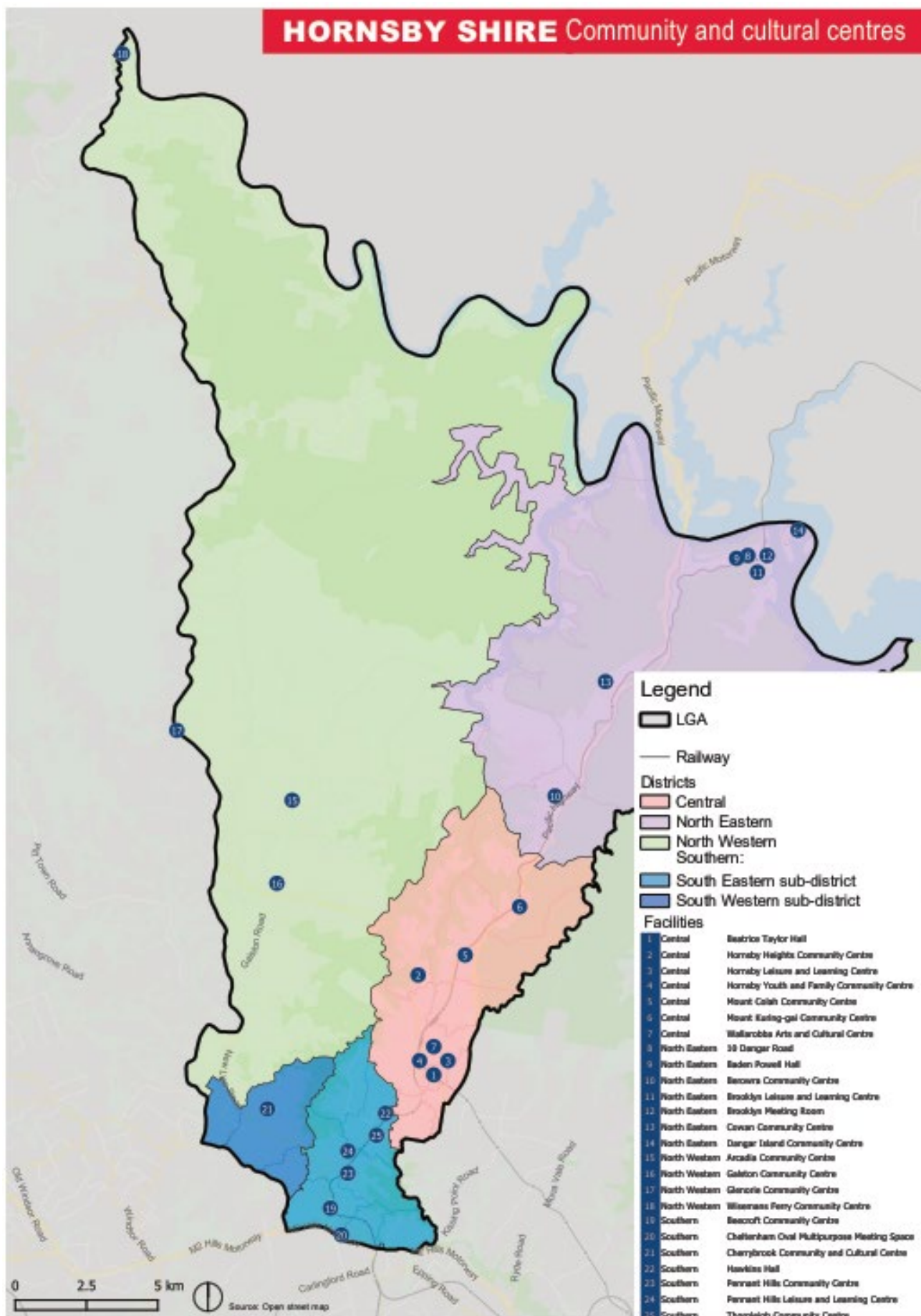


Figure 11: Hornsby Shire community and cultural centres

## Scout and guide halls snapshot

<b>Number</b>	<p>11 standalone facilities</p> <p>1 shared use with a community centre</p> <p>1 has a direct licence with Crown land (Reddy Park Scout Hall)</p>
<b>Distribution</b>	<p>The spatial pattern of scout and guide halls is broadly reflective of population distribution. Scout and guide halls are all located in the southern half of the Shire, with a large proportion along the train line and in the Central District.</p> <p>Most scout and guide halls are located within Council parks and open spaces.</p>
<b>Ownership and operation</b>	<p>Scout and guide halls are built on Council or Crown land but were often constructed and/or improved with funds provided by the relevant club. The Reddy Park Scout Hall is on Crown land, but possible encroachment may require a formalised access arrangement.</p> <p>Scouts Australia NSW and Girl Guides Australia NSW &amp; ACT have had leases for the hall sites. However, all leases for scout and guide hall sites have been expired for some time and need to be re-negotiated.</p>
<b>Activities and services</b>	<ul style="list-style-type: none"> <li>• club meetings</li> <li>• social gatherings and activities</li> <li>• equipment storage</li> </ul>
<b>Utilisation</b>	<p>Records of use are not kept by Council.</p> <p>The preceding Plan found that some of the halls are used infrequently or primarily for storage. Consultation with scout and guide coordinators and desktop research indicates there is a range of one to five regular user groups at scout and guide halls. Regular meetings (with an average length of two hours) are held an average of three nights per week. In some halls, meetings for different groups appear to be held concurrently. It is unlikely that these findings have changed significantly.</p>
<b>Asset Cost</b>	<p>Unknown, as under Council's Lease/Licence of Council Land and Buildings to Community Groups Policy the maintenance of the halls is the responsibility of the lessee. Despite this, Council receives occasional requests to assist with the maintenance of a hall and the surrounds.</p> <p>From a visual assessment in preceding Plan, it appears maintenance standards vary widely, from well-maintained facilities (such as Mount Colah and Mount Kuring-gai Scouts and Guides Hall) to poorly maintained facilities (such as the two halls in Kenley Park). The long-term cost of asset maintenance and renewal is therefore also likely to vary considerably from hall to hall.</p>
<b>Consultation outcomes</b>	<p>In the preceding Plan, discussion with scout and guide coordinators has indicated that:</p> <ul style="list-style-type: none"> <li>• the halls are highly valued by the groups that use them</li> <li>• many halls are hired on a casual basis for birthday parties and community events</li> <li>• there is some anxiety regarding the future of leasing/licensing arrangements with Council.</li> </ul>



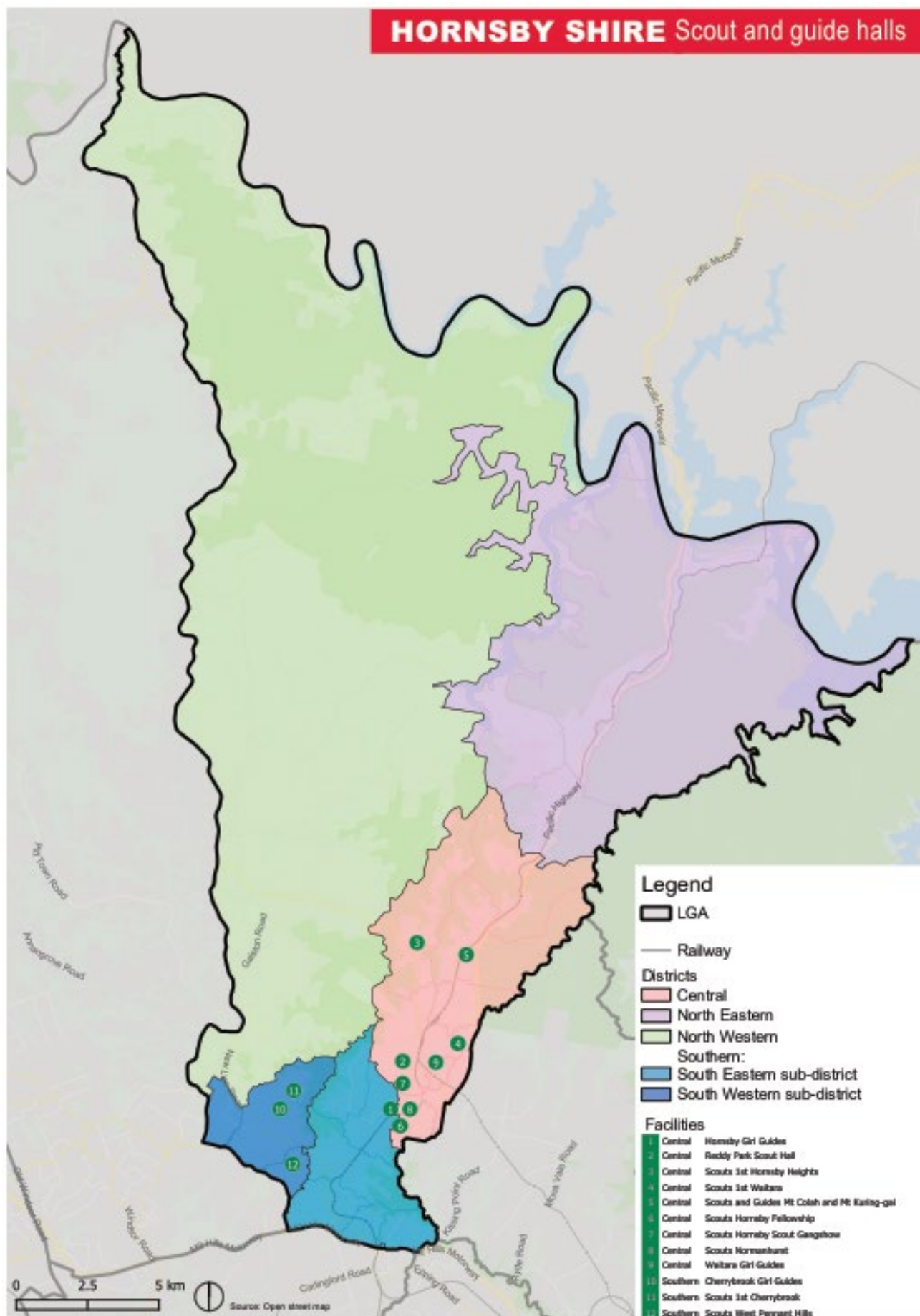


Figure 12: Hornsby Shire scout and guide halls

## Other Council facilities snapshot

<b>Number</b>	5 facilities
<b>Distribution</b>	These facilities are dispersed across Hornsby Shire.
<b>Operation</b>	<p>Operated by lessees, only 2 of the 5 facilities are under current lease arrangements:</p> <ul style="list-style-type: none"> <li>Northern Sydney Local Health District at two locations: <ul style="list-style-type: none"> <li>59 Florence Street, Hornsby (expires 30 June 2021)</li> <li>Brooklyn Health Rooms, in portion of Brooklyn Meeting Room (expires 31 August 2022)</li> </ul> </li> <li>Lifestart Cooperative (expires 30 November 2023)</li> </ul> <p>The full list of facilities are shown in <b>Figure 13</b> in the following pages and detail of individual lease arrangements is provided in <b>Community facility space</b> (see pg.85).</p>
<b>Activities and services</b>	<ul style="list-style-type: none"> <li>historical society meetings and activities</li> <li>early childhood education and support for children with a disability and their families</li> <li>social services and training</li> </ul>
<b>Asset cost</b>	The projected 10 year maintenance costs for historical society buildings is \$236,766 for two facilities (Hornsby Historical Society: Joseph Collingridge Hall and Dural and District Historical Society: History Cottage)

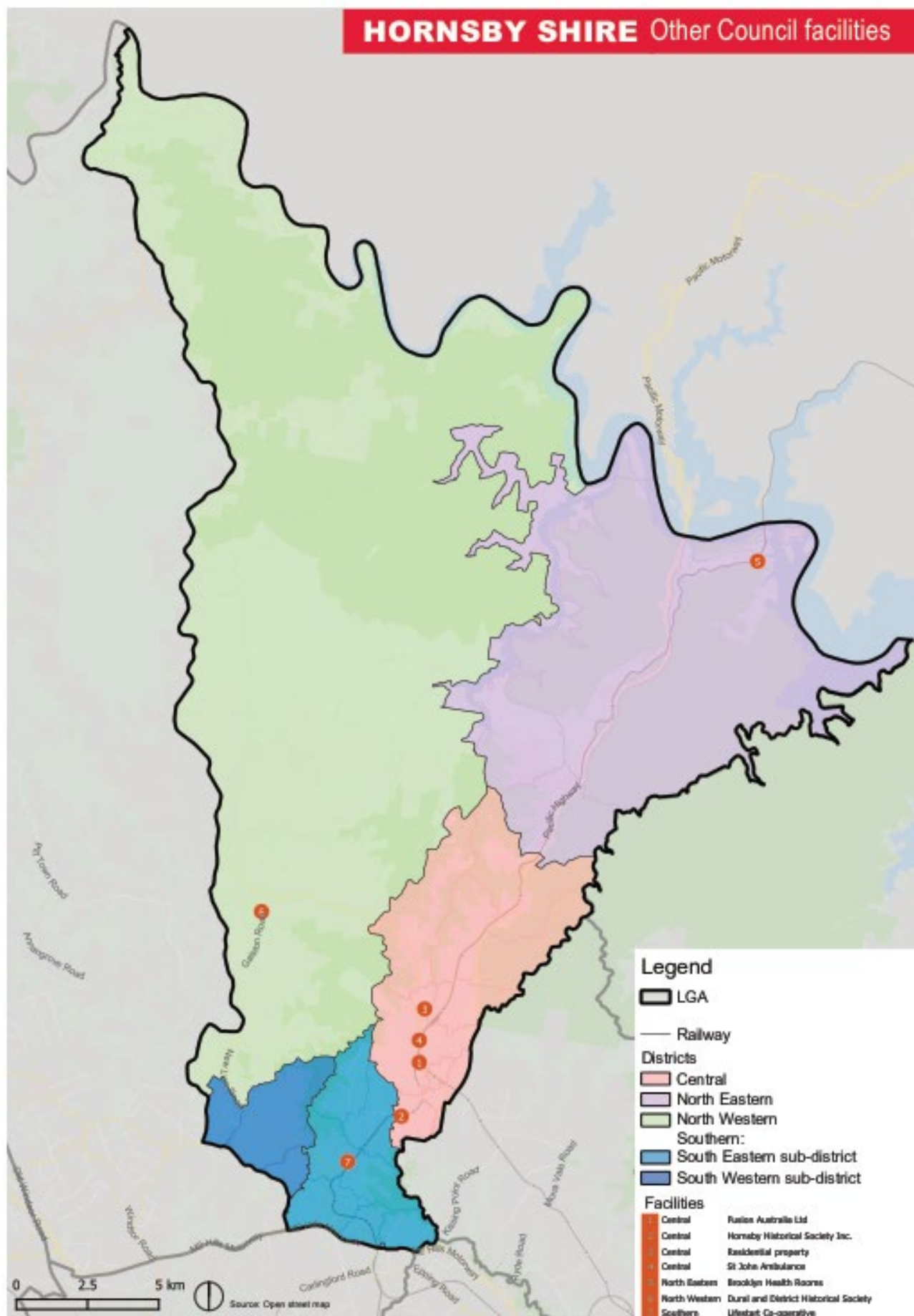


Figure 13: Other Hornsby Shire facilities

## Comments from users and community members

For the preparation of the preceding Plan consultation was undertaken with members of facility management committees, facility users, and respondents to an online survey.

Themes from consultation which remain relevant to investigations of this Plan are:

- parking and nearby public transport is a key issue for access to community and cultural facilities
- there are perceptions of insufficient amounts of storage
- the spaces available and their cost can influence community utilisation (e.g. the size of halls and hire fee to community demand)
- there is perceived demand for more community facilities, with greater multifunctionality to offer a greater variety of events, including multipurpose community and meeting spaces in Hornsby Town Centre
- community centres are recognised as spaces where the community comes together, building social connections and mitigating social isolation
- there is a perceived need for a high quality performance venue.



## Key non-Council facilities

In addition to the facilities provided by Hornsby Shire Council, there is a range of other social and cultural infrastructure provided in and near the Shire. These include facilities provided by:

- neighbouring councils
- schools
- TAFEs
- registered clubs, such as RSL and sporting clubs
- other organisations.

## Neighbouring councils

Hornsby Shire is bounded by five LGAs, some of which have significant urban centres. There are major employment and service centres within these LGAs, in relatively close proximity to Hornsby Shire, including Macquarie Park, Chatswood and Parramatta CBD.

In addition, the major centre of Chatswood contains The Concourse, a cluster of regional level facilities. The Concourse includes a concert hall, 500 seat theatre and a variety of rehearsal and event spaces, as well as a central library and series of outdoor activity spaces.

A regional framework provides an important context for the provision of social and cultural infrastructure in Hornsby Shire, with consideration of the types and scales facilities provided beyond the LGA boundary. As a regional centre, Parramatta will be expected to provide the focus for the provision of many higher order social and cultural facilities. Parramatta contains regional and metropolitan level cultural facilities, including the Riverside Theatres complex.

The major centres for health services in the region are located at the Hornsby Ku-ring-gai Hospital in Hornsby and the Westmead Hospital near Parramatta.

The NSROC *Draft Social infrastructure Strategy* (2019) also identifies the following district level council-provided social and cultural facilities within close proximity to Hornsby Shire:

- Eastwood Library (City of Ryde)
- Baulkham Hills Library (The Hills Shire)
- Castle Hill Library (The Hills Shire)
- Dural Library (The Hills Shire)
- Turramurra Library (Ku-ring-gai Council)
- Lindfield Library (Ku-ring-gai Council)
- Epping Community Centre (City of Parramatta Council)
- Epping Creative Centre (City of Parramatta Council)
- Epping Library (City of Parramatta Council)
- Epping Leisure and Learning Centre (City of Parramatta Council)
- Roselea Community Centre (City of Parramatta Council).

The location of these facilities, relative to Hornsby Shire, is shown in **Figure 14** on the following page.

## HORNSBY SHIRE Nearby facilities provided by neighbouring councils

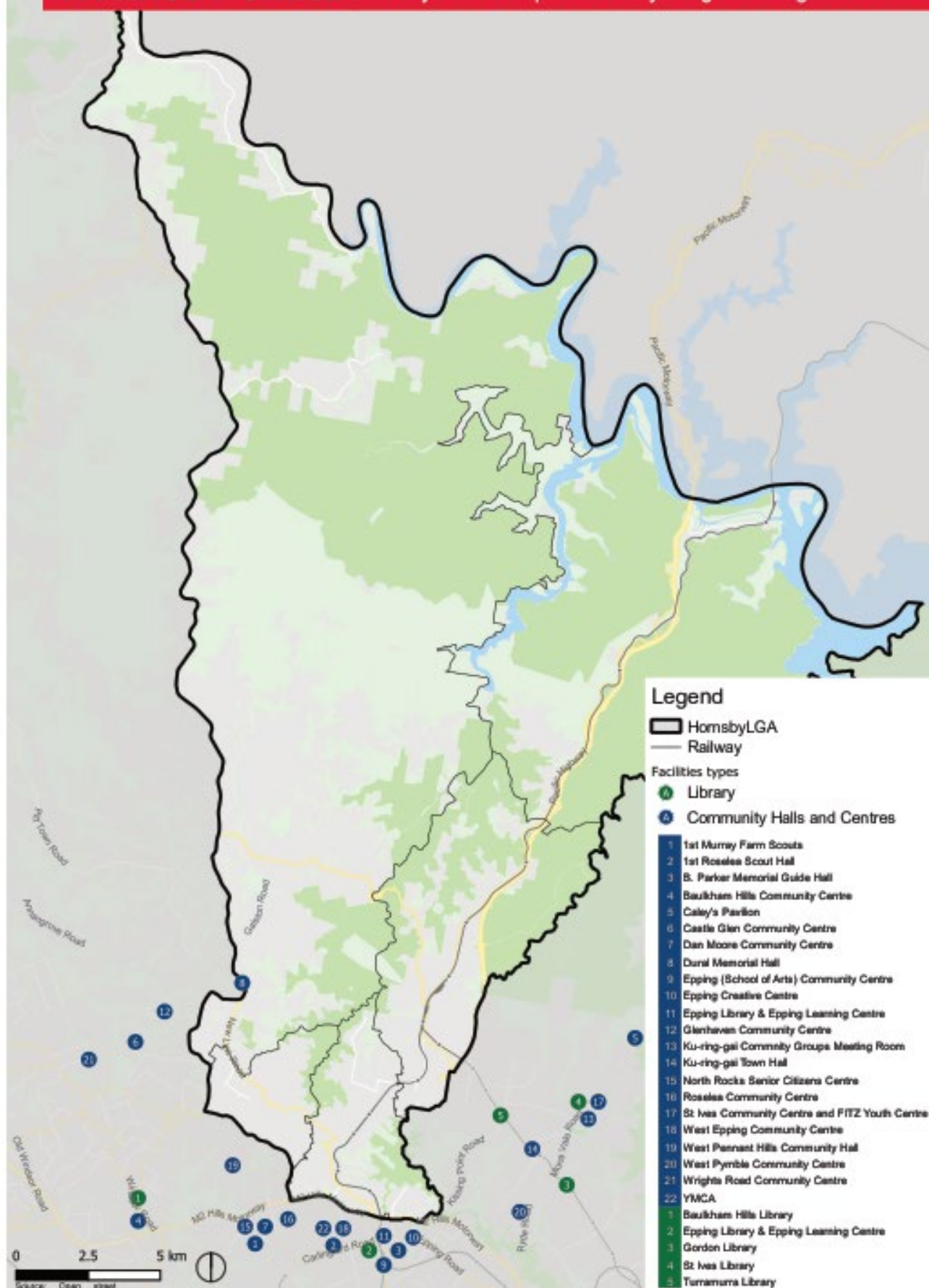


Figure 14: Non-Council facilities

## Epping – City of Parramatta Council

Following the adjustment of the southern boundary, the following facilities were transferred to City of Parramatta Council:

- Epping Community Centre
- Epping Creative Centre
- Epping Leisure and Learning Centre
- Roselea Community Centre.

According to the preceding Plan:

- The changing cultural mix in Epping and other parts of this district were resulting in the need for space for large family gatherings, as well as activities for seniors from culturally diverse backgrounds.
- Epping Community Centre, Epping Leisure and Learning Centre and Epping Library were in high demand, due to their location in a shopping centre and with good public transport
- Epping Community Centre was popular for adult functions and cultural celebrations, and is in demand with dance groups for its sprung floor
- Epping Leisure and Learning Centre was booked out by the Epping Seniors Club from 10am to 3pm for four days of the week. It was uncertain how many members of the Club use the space during that time.
- Epping Library was smaller than required by standards and accommodating events at Epping Library could be challenging due to space constraints and demand for study space outstrips supply
- Roselea Community Centre had been recently refurbished and in high demand.

An interview with City of Parramatta Council in early 2019, staff confirmed that these facilities have continued to be highly utilised and that many of the hirers continue to be from Hornsby Shire LGA.

In the City of Parramatta's *Social Infrastructure Strategy 2019*, Epping is identified as a location for a district level community hub. An assessment of the quantity of facilities in the draft strategy and from the interview found:

- Epping library currently requires up to 1,500 sqm of additional floorspace and the facility is operating over capacity during peak times, such as school examinations periods
- Plans to develop a community hub in Epping, comprised of up to 2,000 sqm multipurpose space, as well as the library, which could be located at Epping Library and Leisure and Learning Centre or another town centre location

At the time of this review, the City of Parramatta Council were still in the process of finalising the draft strategy. However, as demand for community and cultural facilities have remained high, it is likely that Epping will continue to be a location for a district level community hub.

When asked about the opportunities and challenges for shared use agreements for community and culture facilities between Councils, staff identified:

- Cross-council shared used planning has not been formalised with any neighbouring councils, but an informal collaboration does exist with library staff in Cumberland Council who meet regularly as part of the larger library network
- There would be numerous challenges in enabling the provision of shared facilities across councils, including developing a structured framework to both delivery and ongoing operation and maintenance, which involves working through underlying assumptions for responsibilities.
- If it could be done, it could offer a site-by-site approach to service delivery, demand for services and resources could be shared across a multiplied network.

## Cherrybrook, Castle Hill and Dural – The Hills Shire Council

Consultation with staff from The Hills Shire Council in early 2019 revealed that several community and cultural facilities in The Hills Shire were regularly used by Hornsby Shire's residents. Utilisation of facilities was strongly influenced by location, as according to staff:

- Dural Library attracts Hornsby residents, primarily from nearby Hornsby suburbs of South Dural and Cherrybrook, and is operating at capacity
- Castle Hill Library, with its town centre location and railway access attracted most visitors, including a strong representation of Cherrybrook residents from Hornsby Shire, and is operating at capacity
- Hornsby-based organisations were also hirers of several community facilities in The Hills Shire, including:
- Wrights Road Community Centre, Kellyville, which was used by a commercial education based service provider from Cherrybrook
- Crestwood Community Centre, Baulkham Hills, hired for dance/fitness classes by a user located in Cherrybrook
- West Pennant Hills Community Hall, which was used for a combination of education and meeting purposes by hirers located in Cherrybrook, as well as further away Hornsby suburb.

## St Ives – Ku-ring-gai Council

Consultation with staff from Ku-ring-gai Council in early 2019 identified that St Ives attracted the most people from surrounding areas, including Hornsby Shire. The commercial and retail options, as well as the village aesthetic of St Ives main commercial strip, were considered to be the primary reasons for out of area visitation.

While community and cultural facilities in Ku-ring-gai Council were not considered to be highly utilised by Hornsby Shire's community, St Ives Oval was identified as a district to regional level social infrastructure asset.

## Education

### Primary and secondary schools

Primary and secondary schools within Hornsby Shire contain a range of social and cultural facilities, including libraries, meeting rooms and halls. In many cases, these facilities are not accessible to the wider community.

A recent Australian Government program for the improvement of education facilities did include a requirement for schools, both public and private, to increase the accessibility of their facilities. The Building the Education Revolution (BER) program provided some \$16.2 billion in funding for education facilities across Australia. Government figures show that 82 schools in Hornsby Shire received funding as part of the BER scheme. Funding was approved for school projects including library refurbishments, multipurpose halls, classrooms, covered outdoor learning areas and the refurbishment of existing facilities.

A condition of BER funding was that new facilities be made available for general community use at no or low cost. The conditions of funding for all BER projects state that:

*This must include reasonable access by any community or not-for-profit groups in the local community. Schools must agree to advertise the availability of the infrastructure for use by the community through any avenue available to them which does not incur significant cost to the school (e.g. newsletters, school website, free community papers). Schools may charge a low fee for the use of the facility where the charge is to cover recurrent costs incurred by the school in providing the community access (e.g. electricity, cleaning, security).*

Council could assist schools to promote BER facilities for broader community use through a range of print and digital media.

Community access to and use of school facilities and resources requires deep consideration of how school spaces and resources can be shared by the community at little or no impact to sustained quality with maximum community use and user safety. This requires collaborative strategies regarding access and ongoing management, including security and managing bookings.



Schools incorporated in the BER in Hornsby Shire and previously in Hornsby Shire prior to the southern boundary adjustment are provided below, and have received new or refurbished multi-purpose halls:

- Arden Anglican School
- Barker College, Waitara
- Beecroft Public School
- Berowra Christian Community School
- Berowra Public School
- Dural Public School
- Epping Heights Public School
- Epping North Public School
- Epping Public School
- Hornsby South Public School
- John Purchase Public School, Cherrybrook
- Normanhurst Public School
- Pacific Hills Christian School
- Pennant Hills Public School
- Redfield College
- St Agatha's Catholic Primary School
- Tangara School for Girls
- Thornleigh West Public School
- Warrah Village Rudolf Steiner School.

In addition, Cherrybrook Technology High School has a multipurpose hall for hire, which was constructed with a significant Council contribution. The formal agreement outlining the funding and use arrangements of the hall has come to an end. Waitara Public School has also been declared a State Significant Development with funding from the NSW Government. Upon completion, community groups will continue to have community access to the school's facilities until 10pm each evening.

Schools which currently provide community spaces in current and previous Hornsby Shire are shown in **Figure 15** on the following page. School facilities are only able to be hired at times and for uses which do not interfere with teaching and learning programs. Requests for hire are assessed on a case-by-case basis by schools, in accordance with Department of Education shared use guidelines. Therefore, maintaining relationships with local schools regarding community access to their facilities could be a key factor in consistent and sustainable community use. In addition, ongoing communication with the Department of Education may also contribute to any revision regarding guidelines.

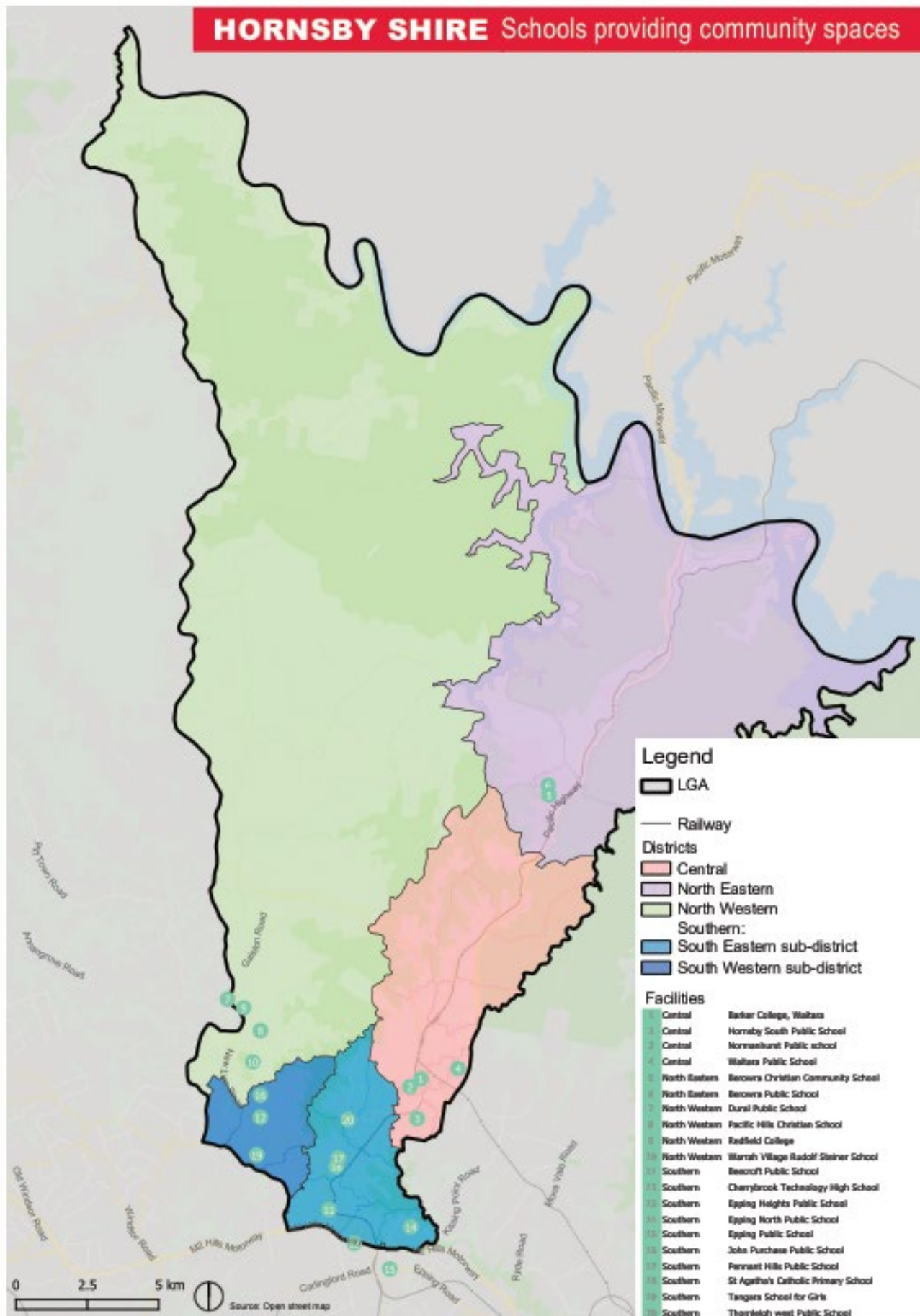


Figure 15: Schools providing community spaces in Hornsby Shire

## Childhood education and care

In accordance with the preceding Plan, Council has moved all preschool and kindergarten, and baby health care facilities to new lease arrangements. Lease arrangements were made with:

- Greenway Park Early Childhood Education Centre
- First Grammar Westleigh
- Jack and Jill Kindergarten
- KU Berowra Preschool
- KU Galston Preschool
- KU Grevillea Preschool
- Larool Pre-School
- North Epping Kindergarten
- Norwood Community Preschool

Council has kindergartens on new lease arrangements. These leases have been adjusted to make sure the market was defined as the kindergarten market for its tenants, not for other forms of childcare. Childhood education and care facilities are shown in **Figure 16** on the following page.

## TAFE

Hornsby TAFE campus is located on Peats Ferry Road, near Hornsby train station.

In addition to providing spaces for teaching and learning, Hornsby TAFE contains spaces available for community hire for small events and functions. There are also libraries, kitchens and art studios at Hornsby TAFE, though these are generally only for use by TAFE students.

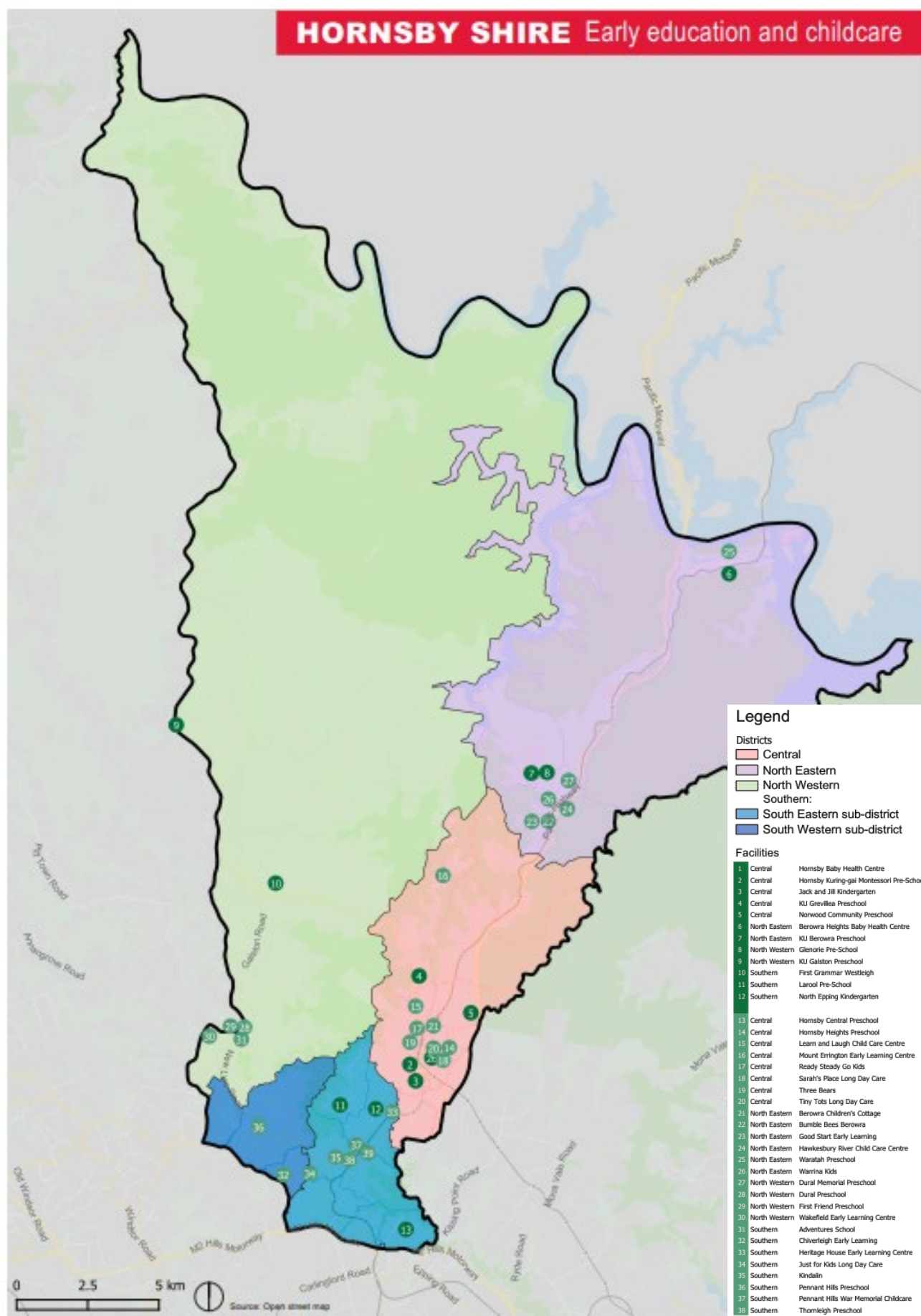


Figure 16: Childhood education and care in Hornsby Shire



## Registered clubs

Registered clubs such as RSLs and leagues clubs are also an alternative source of function and meeting space for families and local community groups. Registered clubs in Hornsby Shire include:

- Asquith Bowling and Recreation Club
- Asquith Golf Club
- Asquith Leagues Club
- Berowra RSL Club
- Dangar Island Bowling Club
- Galston Club
- Glenorie RSL Club
- Hornsby Bowling Club
- Hornsby RSL Club
- Hornsby War Memorial Hall

Some of these clubs also provide recreation facilities, such as fitness centres, tennis courts, bowling greens and pools. Registered clubs in Hornsby Shire are shown in **Figure 17** on the following page.

## Sporting clubs

Since the preceding Plan, Council has delivered Cheltenham Oval Multipurpose Meeting Space in the Cheltenham Oval Precinct. It is the intention of this facility to provide equitable community access to spaces in facilities traditionally associated with sporting codes and clubs.

Historically, sporting users and clubs have acquired free access to the use of rooms and spaces (e.g. club rooms) in these facilities, particularly in instances where grants have been provided or funds have been raised for enhancements and/or additions.

Currently, Council is planning for a series of new facilities and upgrades to existing sporting facilities across Hornsby Shire LGA, including Greenway Park, Pennant Hills Park and Waitara Oval. These facilities will include spaces for broader community hire. In addition, the Hornsby PCYC provides a large space that accommodates indoor sports, recreational and cultural programs, and a variety of social functions.

Cheltenham Oval Multipurpose Meeting Space and planned sporting facilities which will have spaces suitable for broader community hire are shown in **Figure 18** in the following pages.

## Other facilities

Church facilities are available for public hire in Asquith, Normanhurst, Arcadia, Galston, Mount Colah, Berowra and Waitara. Spaces in these churches are currently being used for play groups, meetings, social functions, exercise classes and seminars.

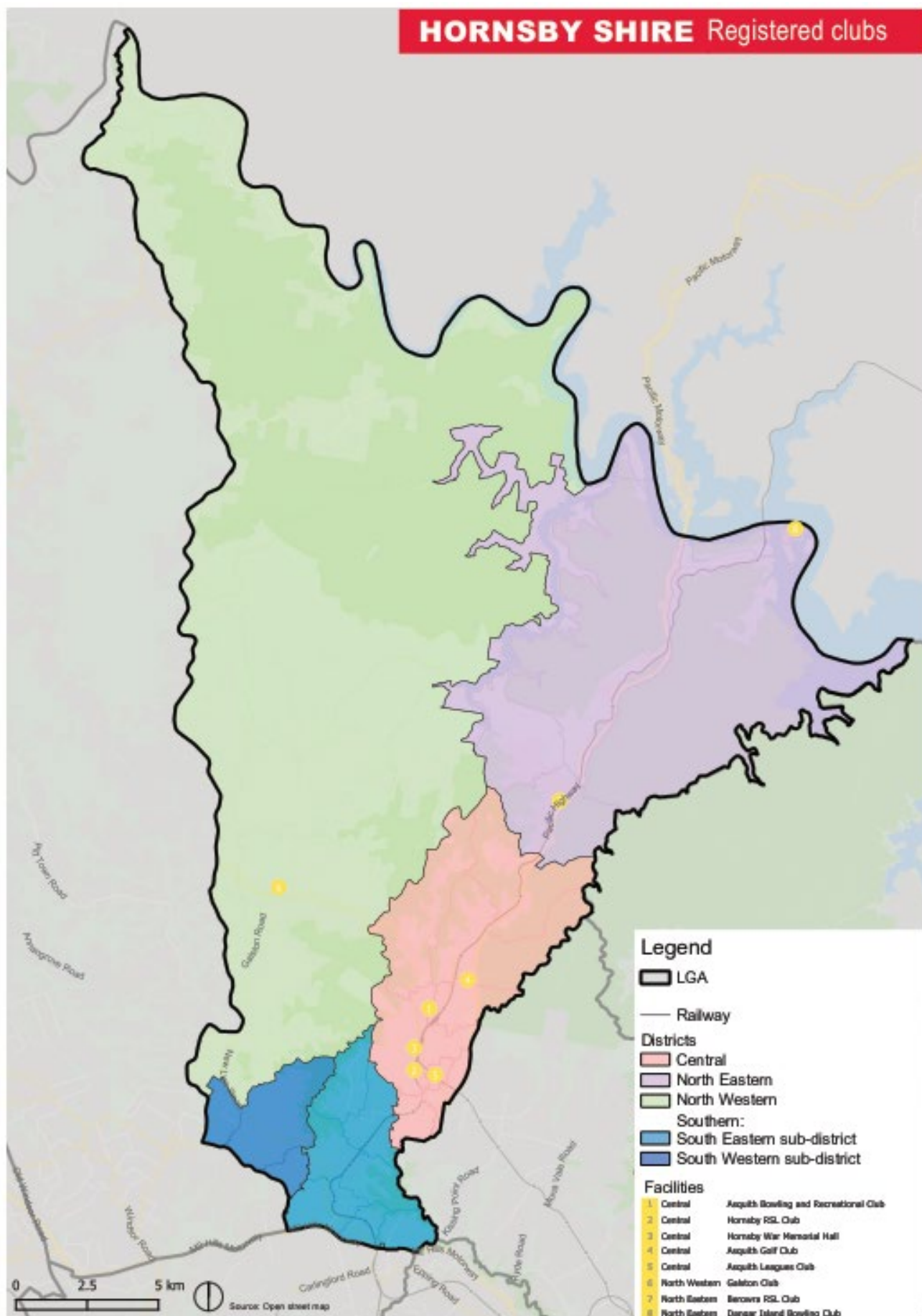


Figure 17: Registered clubs in Hornsby Shire

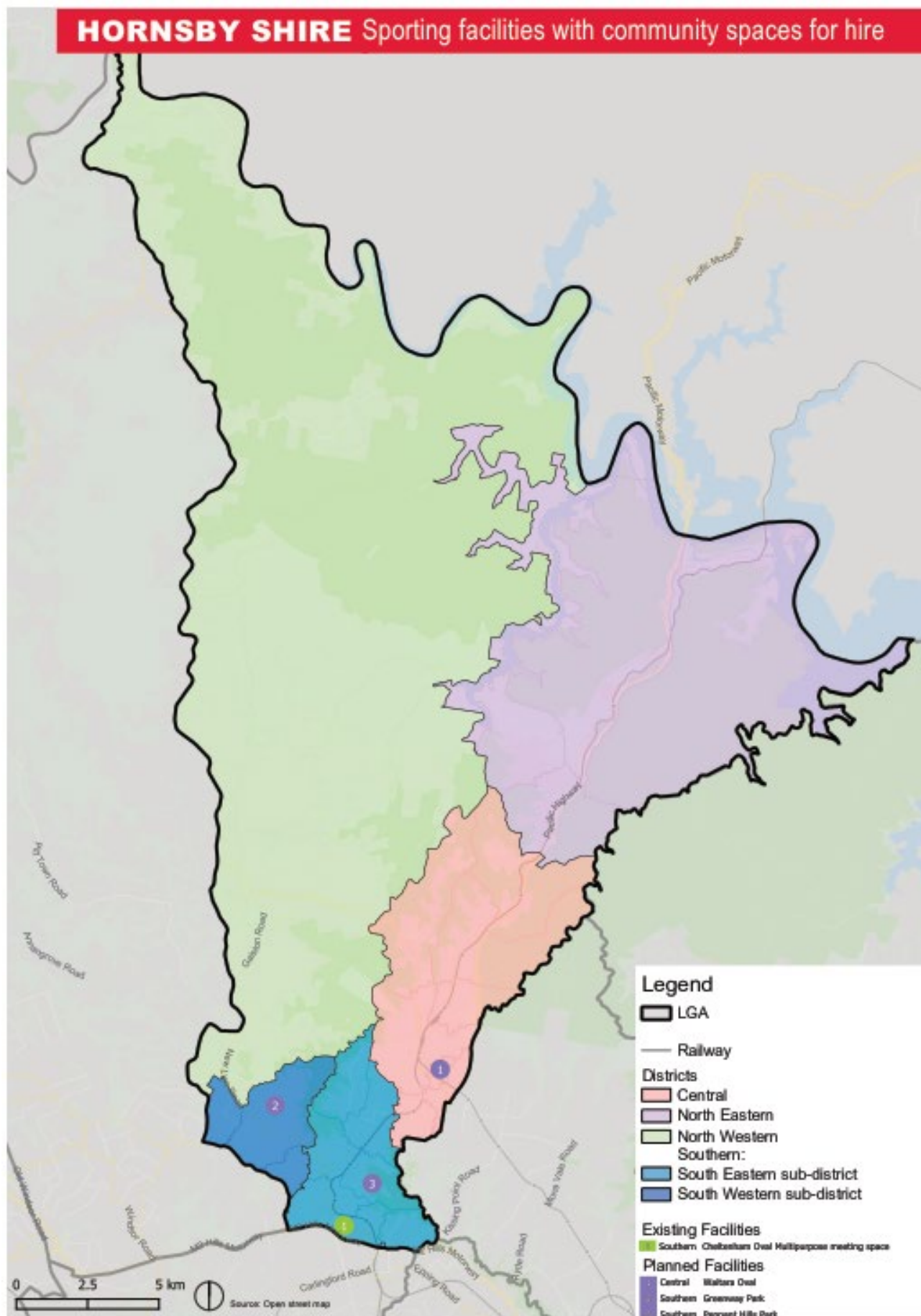


Figure 18: Sporting facilities with hireable community space in Hornsby Shire

## Hornsby compared: benchmarks



## Trends

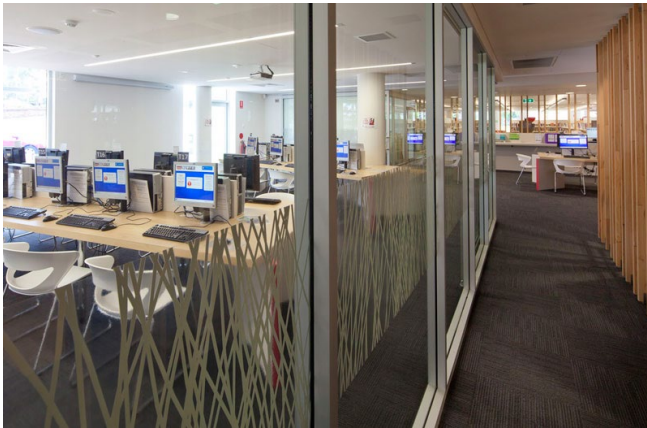
Many cities and councils in Australia and elsewhere in the world are critically assessing their social and cultural facilities and exploring new models for meeting community needs and aspirations. This section summarises long term national and international trends in the best practice provision of social and cultural facilities, identified through a literature review and ongoing case study research.

Some of these trends are already evident in Hornsby. For example, the Lease/Licence of Council Land and Buildings to Community Groups Policy encourages use of facilities by multiple groups. The trend toward larger and better, but fewer, facilities is also evident in the success of the Pennant Hills Community Centre and Cherrybrook Community and Cultural Centre, both of which are very well used. In addition, Wallarobba Arts and Cultural Centre is an excellent example of the trend towards adaptive re-use of heritage buildings.

**Table 6:** Trends in the best practice provision of social and cultural facilities

Trend	Description	Example
<b>Larger facilities</b>	There has been a move towards the provision of larger, but fewer, facilities designed for bigger population catchments – which can provide a higher quality and wider range of spaces, services and activities.	<b>Mount Druitt Hub</b> is a 1,600sqm multipurpose community facility and district library, break out rooms, meeting rooms and large hall for up to 110 people. It also holds the Mount Druitt Seniors Citizen's Centre and a commercial café.
<b>Flexible performance spaces</b>	The design and supporting infrastructure of performance spaces can enhance the capacity of performance space to also cater to broader community gatherings and events.	<b>Engadine Community Centre</b> includes a performance space with retractable seating, which enables the space to host performances as well as open hall events.
<b>Clustering of facilities</b>	Leading practice favours the clustering of community buildings in places that are readily accessible by public transport and where people already congregate, such as shopping centres and schools.	<b>Gungahlin Town Centre Wellbeing Precinct</b> in Canberra, which currently includes a public library and facilities for secondary and vocational students, and is planned to incorporate sport and recreation facilities to serve students and the wider community.
<b>Co-location of services</b>	This is intended to enhance coordination between services and convenience for clients, as well as the more efficient use of limited resources.	<b>Riverwood Community Centre</b> , which has been in operation since 1974 and contains 14 services and programs in one multipurpose building.
<b>Multipurpose facilities</b>	To make the best use of limited resources, facilities need to provide for multiple uses and serve a range of population groups, as well as adapting as needs changes over time.	<b>Wentworth Point Community Centre and Library</b> contains diverse spaces including a contemporary library with book vending machines, multipurpose spaces (small and large), music rooms, co-working spaces, a learning lab, creative space and studio and outdoor spaces,
<b>Emphasis on partnerships</b>	Community facilities are increasingly dependent on the development of partnerships between local and state government, as well community organisations, service providers and the private sector, to make them work.	<b>Churchill and District Intergenerational Community Hub</b> in Victoria was developed and is being operated as a partnership between local, state and federal government, as well as a major university.

<b>Active asset management</b>	<p>Councils are taking a more active and strategic approach to asset management, ensuring that facilities are maintained and renewed in ways that meet community needs and are financially viable.</p>	<p><b>Castle Grand Library and Community Centre</b> in The Hills Shire Council is actively managed based on life-cycle costs and agreed levels of service, which allows Council to focus on proactive maintenance programs rather than reactive, complaint based action.</p>
<b>Adaptive re-use of heritage buildings</b>	<p>Councils are re-employing heritage buildings for community arts purposes, creating active places in spaces where redevelopment potential is limited.</p>	<p><b>Waverley-Woollahra Arts Centre</b>, which provides art and craft classes to the local community, is jointly supported by two councils and has operated out of a heritage building since 1968.</p>



Mount Druitt Community Hub



Wentworth Point Community Centre and Library

Figure 19: Examples of larger, clustered facilities in town centre locations



## Hierarchies, benchmarks and standards

An important component of the preparation of this framework is to understand future demands for social and cultural facilities. Planning for demand should integrate a mix of quantitative and qualitative methods, ensuring that community needs are adequately met through the function, scale and size of social and cultural facilities.

### Hierarchies

A typical facilities hierarchy can contain up to four levels, representing population catchments of different sizes. An example is shown below in **Table 7**. The hierarchical levels recognise that facilities with different types of spaces and amenities are required to meet the range of needs and uses a community will experience.

**Table 7:** Typical facilities hierarchy

Hierarchy level	Population served
Regional or LGA-wide	100,000 and over
District	20,000-60,000
Village	10,000-20,000
Local	2,000-10,000

The population thresholds suggested by this hierarchy should be applied flexibly, bearing in mind that the size of population catchments necessary to sustain different types of facilities will also be influenced by settlement patterns, travel distances and population characteristics. In some areas, particularly in established areas such as Hornsby Town Centre with facilities provided by a wide range of council and non-council providers, the third and fourth levels of the hierarchy can be combined.

### Benchmarks

There are two ways of considering the desired size of community and cultural facilities. The first approach is to benchmark against comparative councils, while the second is to align with standards. Both approaches consider the gross floorspace area (GFA) of facilities, measured in sqm per 1,000 people.

The existing rate of provision of community and cultural centre space for other councils in Sydney varies greatly, between about 40 to 130sqm per 1,000 people. These figures exclude libraries and child care centres. In general, provision rates are higher in more recently developed areas and in areas with a more dispersed population, as trends towards community facility provision support fewer, larger, multipurpose and centrally located facilities in place of more smaller, single purpose facilities.

This generally accords with ongoing benchmarking of provision rates in urban councils undertaken as part of a range of projects across Australia, which show an average provision rate in the order of **80 sqm per 1,000 people**. These generally do not include a contribution to regional or sub-regional level facilities, nor recognise the additional space provided by other organisations.

In comparison, the current mean rate of provision for community and cultural centres across **Hornsby Shire is 65sqm per 1,000 people**, again excluding libraries (and child care centres).

### Standards

The tables on the following pages set out more detailed standards for community and cultural facilities, based on the hierarchy detailed above. For this project a range of standards for social infrastructure from across Australia have been reviewed, with sources including:

- State Library of NSW *People Places, A Guide for Public Library Buildings in NSW, online version* (2020); no change to the 2012 library calculator population benchmarks
- Parks and Leisure Australia *Benchmarks for Community Infrastructure: A PLA WA Working Document* (2012)
- Victorian Government Growth Areas Authority *Guide to Social Infrastructure Planning* (2009)



- Victorian Government Growth Areas Authority *Planning for Community Infrastructure in Growth Areas* (2008)
- Queensland Government, Office of Urban Management *SEQ Regional Plan 2005-2026, Implementation Guideline No. 5 – Social Infrastructure Planning* (2007)
- Growth Centres Commission *Growth Centres Development Code New South Wales* (2006).

Standards are useful in providing a starting point for identifying community facility requirements. However, a purely mathematical approach to facility planning is not recommended and the proposed standards should be applied as an initial guide only, and with some caution. Standards focus on numbers and do not account for more complex indicators of need such as health, socio-economic status, household structure, and the preferences people have for service use.

Standards rely on population projections, so their accuracy is a reflection of the quality of the projections and the assumptions used. In addition, standards do not account for density and layout of development and related accessibility factors such as physical barriers, distance, transport routes and available infrastructure in adjoining areas. This is particularly relevant for Hornsby, due to the area's size and uneven population distribution, as well as barriers to access such as the large national parks and reserves.

The application of the standards should also be adjusted to reflect local circumstances, and to take into account a range of other factors. In particular:

- Standards do not accommodate changing community expectations and preferences, shifts in government policy or funding, and changes in technology. Similarly they do not account for changing models of services delivery, innovations and solutions established outside program boundaries.
- Standards do not account for the role of non-government and private sector agencies in the provision of infrastructure. Nor do they account for the opportunities for partnerships and shared use of resources that emerge from integrated planning processes.
- Standards do not consider practical funding realities, particularly recurrent funding opportunities and constraints. Service capacity and quality is often more determined by staffing or program funding, than the building it operates from.

It should also be noted that standards often do not account for quality of facilities and the range of services offered by them. In some cases, a smaller, better quality, well located facility with a wide range of services and activities can meet community needs better than a larger but poorly located facility.

Hierarchical levels of community and cultural facilities should also consider the function and identity of the facility. The NSROC has begun the process of social infrastructure mapping across the North Sydney region, and identifies generic geographical catchments as well as facility categories within each of the indicative hierarchical levels. Where relevant, NSROC classifications are included in the summaries on the following pages.

Sub-regional level facilities			
Location	Major centre		
Catchment	Typically 100,000+ people (can be 50,000+ people to reach the sub-regional level).		
Description	<p>Regionally significant or landmark facility which serves visitors from LGA and wider area.</p> <p>Provides the premier civic and cultural spaces, with a wide range of social and cultural facilities and services.</p>		
Examples	<ul style="list-style-type: none"> <li>• Central library</li> <li>• Major civic and/or cultural centre</li> <li>• Theatre and/or performing arts centre</li> <li>• Art galleries</li> <li>• Exhibition spaces</li> <li>• Museums</li> <li>• Council administration</li> <li>• Youth resource centre</li> <li>• Major community health centre</li> <li>• Multicultural Resource Centre (NSROC regional)</li> <li>• Theatre/Performing arts centre (NSROC regional)</li> <li>• Youth centre (NSROC regional)</li> </ul>		
Key standards	Facilities	Rate of provision	Approximate GFA
	Central library	1:100,000+	28 sqm per 1,000 people, plus 20% circulation space
	Major civic, community and cultural centre	1:100,000-150,000	3,000sqm+
Correlation to NSROC Draft Social Infrastructure Strategy (2019)	<p>Sub-regional facilities serve a whole of LGA population, while regional facilities service numerous LGAs or a region. Relevant recommendations are:</p> <ul style="list-style-type: none"> <li>• Sub-regional level: a slightly larger population benchmark (200,000+ people) and consistent recommendation for facility type (e.g. multipurpose community hub), but a smaller size (2,000-3,000sqm), Nomination for Hornsby Shire is 1 new multipurpose community hub</li> <li>• LGA level: correlation with LGA level population benchmarks, catchments and facility size suggestions for the community performance facility, while a creative arts centre is classified as an LGA level facility, not as a district level facility (see District level facilities in following table). Nominations for Hornsby Shire are 1 new community performance facility and 1 creative arts centre</li> <li>• Central Library: a similar population benchmark, but a smaller population catchment, nominating 1 new central library/learning centre</li> </ul>		

District level facilities				
	Location	Town centre or village centre		
	Catchment	20,000-60,000 people.		
	Description	<p>Provides a range of flexible, multipurpose spaces that include a variety of activity and program areas as well as space for a diverse range of services to be provided on a permanent, sessional and outreach basis. Usually has a permanent staff presence at key facilities.</p> <p>As well as the structured spaces for formal activities and programs, district facilities should also provide space for informal gathering and interaction and be known as community meeting places.</p> <p>District facilities should also include smaller more locally focused space for community arts and cultural development rather than professional level performance. Emphasis is on studio, workshop and exhibition space and community programs.</p> <p>Spaces for specific population groups will preferably be co-located as part of a multipurpose community centre or community hub.</p>		
		Examples	<ul style="list-style-type: none"><li>• District library (as well as NSROC nomination of Branch library)</li><li>• Multipurpose community centre</li><li>• Community arts centres and spaces</li><li>• Smaller scale performing arts and/or exhibition space</li><li>• Medical and community health services</li><li>• Performing arts facilities</li><li>• Youth space</li><li>• Senior citizens' centre</li></ul>	
	Key standards			
Facilities		Rate of provision	Approximate GFA	
District library		1:20,000-35,000	39 sqm per 1,000 people, plus 20% circulation space	
		1:35,000-65,000	35 sqm per 1,000 people, plus 20% circulation space	
Community centre		1:20,000-30,000	1,200-3,000 sqm	
Community arts space	1:40,000-50,000	1,000-1,500 sqm		
Correlation to NSROC Draft Social Infrastructure Strategy (2019)	<p>District facilities service similar population range (approx. 50,000+ people), described as groups of suburbs.</p> <p>The district multipurpose facility has a similar population benchmark and catchment, as well as a similar sized facility. Key recommendations are:</p> <ul style="list-style-type: none"><li>• District level: 5 multipurpose community centres</li><li>• Branch libraries: retain the three branch libraries/earning centres</li><li>• Council previously provided feedback to the NSROC, that the draft strategy recommendation for five multipurpose facilities did not align to the direction in the preceding Plan or this Plan. Although the strategy has been adopted (see previous section <b>Social infrastructure planning in the North District</b>, pg. 11), this Plan is the key community facility strategic planning document for Council.</li></ul>			

Village level facilities			
Location	Small centre or village		
Catchment	Up to 20,000 people		
Description	<p>Provides flexible, multipurpose space that includes activity and program areas. Provides for a range of medium to small scale community events and social, educational, cultural and recreational activities at low cost. Local facilities are not usually staffed and are generally used on a casual hire basis.</p> <p>Facilities often include meeting/activity spaces and small kitchens. Also ideally includes integrated outdoor area for children's play and other activities.</p> <p>Village level facilities can often be appropriate in established areas through existing provision of halls and similar smaller spaces. New village level facilities are only recommended where a clear gap in small scale facilities is identified.</p> <p>Provision of hall/auditorium space is also possible through shared use arrangements with schools.</p>		
Examples	<ul style="list-style-type: none"> <li>• Community hall and/or meeting space</li> <li>• School hall</li> <li>• Church hall</li> <li>• Clubroom</li> <li>• Meeting rooms</li> <li>• Community sheds (men's and women's shed)</li> </ul>		
Key standards	Facility	Rate of provision	Approximate GFA
	Multipurpose community hall	1:10,000	400 sqm
Correlation to NSROC Draft Social Infrastructure Strategy (2019)	In accordance with the preceding Plan, this Plan does not recommend the provision of any new standalone single purpose facilities and provision rates forecast adequate supply of local/village level facilities for Hornsby Shire (see later section in this Plan).		



## Fees and charges

This section of the report compares the approaches to fees and charges in Hornsby Shire Council with the neighbouring Parramatta, Ryde, The Hills and Ku-ring-gai Councils, as well as the City of Sydney.

### Pricing principles

Section 405(2) of the Local Government Act requires all local councils to create and publicise a pricing policy for all goods and services provided within their operational plan. Local councils' pricing policies are generally organised according to two components. The first are the pricing principles. These are the high-level guide that signals a council's philosophy towards the good or service in question and the reasoning for the level of charges set. Following from these councils must set the pricing basis, which sets the level of cost recovery and refers to the actual amount charged by council.

Hornsby Shire Council has organised its pricing principles under six broad categories:

1. statutory
2. zero-cost recovery
3. partial cost recovery
4. full cost recovery
5. commercial/business activity
6. demand management.

The pricing principle under which Council charges fees for use of community and cultural centres is partial cost recovery. The comparison councils also applied the partial cost recovery principle to some uses. Parramatta, Ryde, The Hills and Sydney also employed a market pricing principle for some uses, generally associated with 'standard' or non discounted use.

Under each pricing principle, Hornsby also lists service types. For the partial cost recovery pricing principle, the relevant service types are:

- Evasion – Where the imposition of a fee or charge to recover full cost may result in widespread evasion.
- Stimulate demand – Where a service is subsidised to provide a stimulus for the demand of a service for:
  - the development of a new service
  - to promote community or environmental benefits
  - to ensure the economic well being of the community.
- Public good including equity and social justice – Where a service is subsidised to ensure access by low income users or other similarly disadvantaged persons.

The service type under which Hornsby charges fees for community and cultural centres is to stimulate demand. Hornsby is the only council considered that links the partial cost recovery principle to the stimulation of demand for services.

### Pricing structure

Hornsby structures its fees and charges for community and cultural centres by facility and hire type, with the latter usually sub categorised as regular hire, casual hire and not for profit groups. In addition, for some facilities it includes differential pricing for:

- spaces within the building, such as a small hall as compared to a large auditorium
- times of the week, such as a week day during the day as compared to a Friday or Saturday night.

Hornsby also has a range of user categories in its fees and charges (including categories similar to those in **Table 8** on the following page. However, Hornsby does not specify the percentage discounts applied to the hire categories.

This pricing structure is a continuation of historical arrangements and should be reviewed for opportunities consolidated/simplified. Due to this complex pricing structure, prices vary widely across facilities and are difficult

to compare. Council may consider setting a standard rate for facility hire based on facility tiers (e.g. premium, average or budget) and then apply levels of discount (e.g. large, medium, small halls and meeting rooms, similar to **Table 9** on the following page), with a standardised discount rate for community and not for profit users. This could simplify the pricing structure and support Council reporting on the levels of community subsidy provided.

The comparison councils also used a wide range of categories for facilities and their hirers. A summary of the most consistently applied user categories and associated discounts for the analysed councils is provided in **Table 8** below. Some of the councils also had specific hire categories and associated hire rates for commercial hirers, students, religious worship, and sales and exhibitions.

**Table 8:** User categories and discounts in comparison councils

Council	Hire type	Discount
<b>City of Sydney</b> Source: City of Sydney Fees & Charges Revenue Policy 2019/20	Standard (All others not considered in Community)	None
	Community (Community groups, not for profit, social enterprise, self help groups)	Up to 50%
<b>The Hills Shire</b> Source: The Hills Shire Council Fees and Charges 2019-2020	Casual	None
	Regular	Up to 25%
	Not for profit/Charity organisation	Up to 50%
<b>City Parramatta</b> Source: City of Parramatta Part 4: Fees and Charges 2019/20	Private/Commercial (Social, profit generation, business, federal and state government)	None
	Not for profit (Religious, funded community groups, political parties, local government, clubs)	Up to 50%
	Concession (Charities, seniors groups, concession cards holders, non-funded community groups, rallies/demonstrations)	Up to 25%
<b>City of Ryde</b> Source: The City of Ryde Fees and Charges 2019/2020	Standard (Commercial, private organisations and individuals)	None
	Funded community groups (Schools, government bodies, community organisations and service providers)	Up to 50% casual hire Up to 60% regular hire
	Unfunded community groups (Play groups, clubs, religious groups)	Up to 50% peak times Up to 90% other times

Three out of seven of the comparison councils have developed hierarchies of facilities and spaces in order to determine a consistent pricing basis across similar facilities. Like Hornsby, the remaining four councils determine their fees and charges on an individual facility basis. Two examples of hierarchies of meeting spaces used in fees and charges are summarised in **Table 9** on the following page.

**Table 9:** Examples of hierarchies of meeting spaces used in fees and charges

City of Ryde	Ku-ring-gai Council
<ul style="list-style-type: none"> <li>Premium Hall</li> <li>Secondary Hall</li> <li>General Hall</li> <li>Meeting Room</li> <li>Special venues</li> </ul>	<ul style="list-style-type: none"> <li>Hall – Large</li> <li>Hall – Small</li> <li>Meeting Rooms</li> <li>Senior Centres</li> </ul>

There are a number of benefits to categorising facilities and users. For councils, it enables a streamlined and consistent application of the pricing policy that complements their overall strategic approach to facilities. For hirers, clear hierarchies of facilities and categories of users provides a direct basis of comparison that helps explain differences between facilities and assists in the booking process.

## Specific pricing

The range of prices for hiring comparable spaces in community and cultural facilities is provided in **Table 10** below. For functions on a Friday or Saturday night, most large facilities charge for the whole night. The figures given for weekend night hire of a large hall or auditorium reflect charges for up to seven hours, between 5pm and 10pm or 12am. All other prices are given per hour of hire.

**Table 10:** Range of prices for hire of community and cultural centres in councils 2019/20

Facility type	Hire type	Lowest rate		Highest rate	
		Hornsby \$ per hr	Other councils \$ per hr	Hornsby \$ per hr	Other councils \$ per hr
<b>Meeting room</b>	Regular hire	12.00	15.00	18.00	41.00
	Casual hire	22.00	\$25.00	24.00	45.00
	Non profit organisation	10.00	13.00	14.00	22.00
<b>Small hall (&lt;300sqm)</b>	Regular hire	10.00	19.00	25.00	\$62.00
	Casual hire	13.00	32.00	42.00	56.00
	Non profit organisation	8.00	13.00	15.00	23.00
<b>Large hall (300sqm+)</b>	Regular hire	11.00	22.00	87.00	90.00
	Casual hire	23.00	46.00	121.00	71.00
	Non profit organisation	9.00	23.00	37.00	35.00
		\$ per night		\$ per night	
<b>Small hall (&lt;300sqm)</b>	Weekend night hire	123.00	191.00	300.00	554.00
<b>Large hall</b>	Weekend night hire	147.00	249.00	714.00	897.00

Hornsby Shire Council's range of hire fees and charges were generally lower than the comparison councils. In particular, Hornsby's regular hire rates were consistently lower than those charged by other councils. This indicates that there may be justification to incrementally increase some hire charges to be equivalent to the rates charged by other metropolitan councils. This will assist Council in managing the significant gap between the income created from community and cultural facilities and the significant asset management costs projected over the next 10 years.

Any changes to fees and charges above CPI should also be considered in the context of community feedback to the online survey in the preceding Plan. When asked, 'Would you prefer to pay a higher fee in order to have an improved standard of centres', 61 per cent of respondents who use community centres stated that they would prefer to pay less for a facility and would not mind it being older and having fewer amenities.

In addition to the categories in **Table 10** some councils also charge commercial hirers at a different rate. There is some variation between the users of this category. While most councils conflate the categories of commercial and private hirers, others make a distinction between private and commercial hirers.

Most councils do not have rates for community groups or non profit organisations during function hire on the weekends.

A number of the Hornsby Shire facilities charge fees for supplementary services such as booking amendments, security, storage and cleaning. All hirers of Council managed facilities are required to pay a security deposit upon reservation. The pricing for these miscellaneous charges ranges by type of facility, user and function.

Very few of the Hornsby facilities charge for storage. The centres which charge for storage are Cherrybrook Community and Cultural Centre, Storey Park Community Centre and Pennant Hills Community Centre. Charges around storage are also recommended to be standardised, for greater fee simplification.



# **Hornsby future: recommendations**

## Principles

The following principles will guide the planning and provision of community and cultural facilities in Hornsby Shire Council. The principles are based on:

- existing Council policy
- outcomes of consultation to inform the preceding Plan
- learnings from national and international best practice
- observations relating to the application of hierarchies, benchmarks and standards.

These principles apply for all districts within the Shire and to all types of community and cultural facilities.

**Table 11:** Principles guiding planning for community and cultural facilities

Principle	Description
<b>A coordinated network</b>	<p>Rather than being planned in isolation, community facilities will be considered as part of a network. Facilities should work together to meet a broad range of community needs across a district or region. Considering facilities as part of a network helps avoid duplication of spaces and amenities, representing a more efficient approach.</p> <p>Council will organise and plan for its facilities within a hierarchy, ranging from large regional (e.g. NSROC) and LGA infrastructure to small local facilities. Where possible, facilities will be clustered or co-located to provide a focal point within the community, attract a range of users and promote social connection and cohesion.</p>
<b>Centrally located within districts and regions</b>	<p>Community facilities should be accessible to the population they are intending to serve. Leading practice favours locating facilities in urban centres to enhance accessibility and connectivity with related uses.</p> <p>Where possible, Council will locate community facilities near places where people congregate, such as shopping centres, schools and train stations. As well as encouraging use, these locations enhance visibility, safety and convenient access.</p>
<b>Serving identified social and cultural needs</b>	<p>Community facilities should address the social needs of the community in which they are located in order to contribute to local health, wellbeing and quality of life. The planning and design of community facilities should reflect the potential programs, activities and services envisaged whilst retaining the ability to serve a multi-purpose function.</p> <p>Programs, activities and services should respond to the needs and interests of the people who live and work around it and foster long term social benefits for the community. Council leasing and licencing policies, as well as fees and charges, will favour activities and organisations which serve identified social and cultural needs.</p>
<b>Making best use of existing facilities</b>	<p>The construction and operation of community and cultural facilities represents a significant investment by Council on behalf of the community.</p> <p>Before agreeing to create new facilities, Council will seek to make the best use of existing facilities. This may include encouraging multipurpose use of facilities, actively programming spaces and reconfiguring spaces to allow concurrent use by multiple groups.</p> <p>Council will also take into account the provision of relevant facilities by other organisations and neighbouring councils.</p>

<b>Financially sustainable</b>	<p>Community facilities should be financially sustainable and provide value for money for their users, owners and operators.</p> <p>Building designs should reduce ongoing operating and maintenance costs. Designs should also consider cost recovery, including the incorporation of space for lease by community and compatible commercial uses.</p> <p>Maintaining affordable rates for community hire of facilities encourages their use and helps build social capital. People from all backgrounds and income levels should be able to access services and programs and participate in community life.</p> <p>Commercial hire of facilities should be priced at commercial rates, taking into account both ongoing maintenance costs and the longer term renewal of facilities. Similarly, leasing and licencing policies for community facilities should address maintenance and renewal costs.</p>
<b>Multipurpose and flexible</b>	<p>Facilities will be designed, built and fitted out to be multipurpose and maximise flexibility of use. New and upgraded facilities will be designed to be capable of delivering a range of services, rather than designated for single uses or specific target groups.</p> <p>Multiuse facilities are more dynamic and capable of responding and adapting to the changing needs and preferences of the community. This may include movable furniture, changeable wall partitions and buildings designed with expansion in mind. The provision of an ample amount of purpose designed storage is one of the keys to increasing the use of facilities by multiple users.</p> <p>Facilities that are responsive and flexible will be used more intensively over their lifetime.</p>
<b>Friendly and welcoming</b>	<p>Facilities should be welcoming to people of all ages, backgrounds, abilities and interests. This should include the design and layout of the building. For example, any new or refurbished facilities should be designed to be approachable and relatable to the local community. Incorporating a large open foyer at the entrance to a facility provides a space where community members can meet incidentally and gather in small groups without cost. Clear and attractive signage within and around buildings also helps create a sense of welcome, as does the use of large windows which allow passers-by to see some of the activities occurring within a facility.</p> <p>Programming which is designed to suit the needs of the community can help ensure activities and services are provided for a broad range of people. It also helps bring together different groups in the community. Helpful and knowledgeable staff are another important contributor to making facilities friendly and welcoming and are highly valued by the Hornsby community.</p>
<b>Accessible</b>	<p>In a large local government area like Hornsby, with limited public transport in some areas, facilities should incorporate or be located near adequate parking. Where possible, facilities will be located close to public transport and linked to pedestrian and cycling networks.</p> <p>Buildings should comply with the principles of universal design, including providing good signage and wayfinding. Services, programs and activities provided in the building should also be widely advertised and promoted.</p>
<b>Near public space</b>	<p>Locations adjacent to public space including plazas, town squares and parks increase the range of activities that can occur in and around facilities. For example, community centres adjacent to fenced playgrounds are ideal locations for playgroups, while facilities located next to plazas provide opportunities for markets, festivals and similar events.</p> <p>Locating community facilities near public space is another approach to enhancing their flexibility and responsiveness. It is also a way to ensure facilities are integrated into their surrounding environment and seen as part of the community.</p>

## Provision levels

### Library space

**Table 12** on the following page contains an assessment of library floorspace provision by district for the 2020 and projected 2040 populations, using these standards. Projected provision for Hornsby Shire and for each district is also illustrated in **Figure 21**.

#### Hornsby Shire overall provision

As noted previously, the State Library of NSW standards provide an important starting point for the consideration of library space within the Shire.

Combined, Hornsby Shire's four existing libraries currently provide 3,547sqm of library floorspace. Applying the NSW State Library standards indicates a current and projected shortfall in the amount of library floorspace, as:

- The current population of 155,929 people (2020) generates demand for 5,239sqm, which is approximately 1,700sqm more than current provision
- A projected population of 184,101 people (2040) creates demand for 6,186sqm, which is close to 2,600sqm greater than current provision.

#### Provision by districts

As previously noted in **Library catchments** (pg. 30), there are existing library member based catchments operating in Hornsby Shire. These have been applied in the Plan to inform the:

- Central district, anchored by Hornsby Library
- North Eastern district, anchored by Berowra Library
- North Western district, anchored by Galston Library
- Southern district, anchored by Pennant Hills Library.

Applying the trends for hierarchies of facilities (see **Standards**, pg. 70), it is assumed that:

- Hornsby Library and Pennant Hills Library will be servicing district (up to 60,000 people) and close to regional level (100,00+ people) population catchments by 2040
- Berowra Library and Galston Library will continue to service local or village population catchments (up to 20,000 people) by 2040

Applying the NSW State Library standards, only Hornsby Library currently provides an adequate level of library floorspace for its district population. All other libraries indicate a shortfall in current provision. By 2040, all libraries are projected to have a shortfall in library floorspace for their district populations.

By 2040, it is expected that the shortfall in library floorspace in Hornsby Shire will be over 2,600sqm. The highest levels of shortages in floorspace standards are shared across the South Eastern and South Western districts. These districts are subject to approximately 60 per cent (62.2%) of the total shortfall amount. As previously discussed, standards should be considered as a starting point for facility planning and provision. There are a number of other important factors to consider in the Hornsby context.

For example, looking in more detail at library planning in both of the southern districts will also need to consider preferred usage patterns both within and beyond Hornsby Shire, in particular understanding:

- some residents may prefer to access the Hornsby Central Library when visiting the Hornsby Town Centre for shopping and other activities, rather than their district library
- established Hornsby Shire resident visitation preferences to libraries adjacent to Hornsby Shire's border in neighbouring LGAs and any neighbouring councils' plans for upgrades to these facilities



**Table 12:** Existing and future library floorspace suggested by standards

District	Library	Existing GFA sqm	2020		2040		2020-2040
			Population	Suggested GFA sqm	Population	Suggested GFA sqm	Shortfall sqm
<b>Central</b>	Hornsby	2,700	65,420	2,434	83,817	3,118	-418
<b>North Eastern</b>	Berowra	172	12,010	829	23,502	863	-691
<b>North Western</b>	Galston	115	13,204	911	14,662	1,012	- 897
<b>Southern</b>	Pennant Hills	560	65,295	2,429	73,120	2,720	-2,160
<i>South Eastern</i>	<i>Pennant Hills</i>	<i>560</i>	<i>36,531</i>	<i>1,534</i>	<i>41,173</i>	<i>1,729</i>	<i>- 1,160</i>
<i>South Western</i>	<i>None</i>	<i>0</i>	<i>28,764</i>	<i>1,346</i>	<i>31,947</i>	<i>1,495</i>	<i>- 1,495</i>
<b>Hornsby Shire total</b>		<b>3,547</b>	<b>155,929</b>	<b>5,239</b>	<b>184,101</b>	<b>6,186</b>	<b>- 2,639</b>

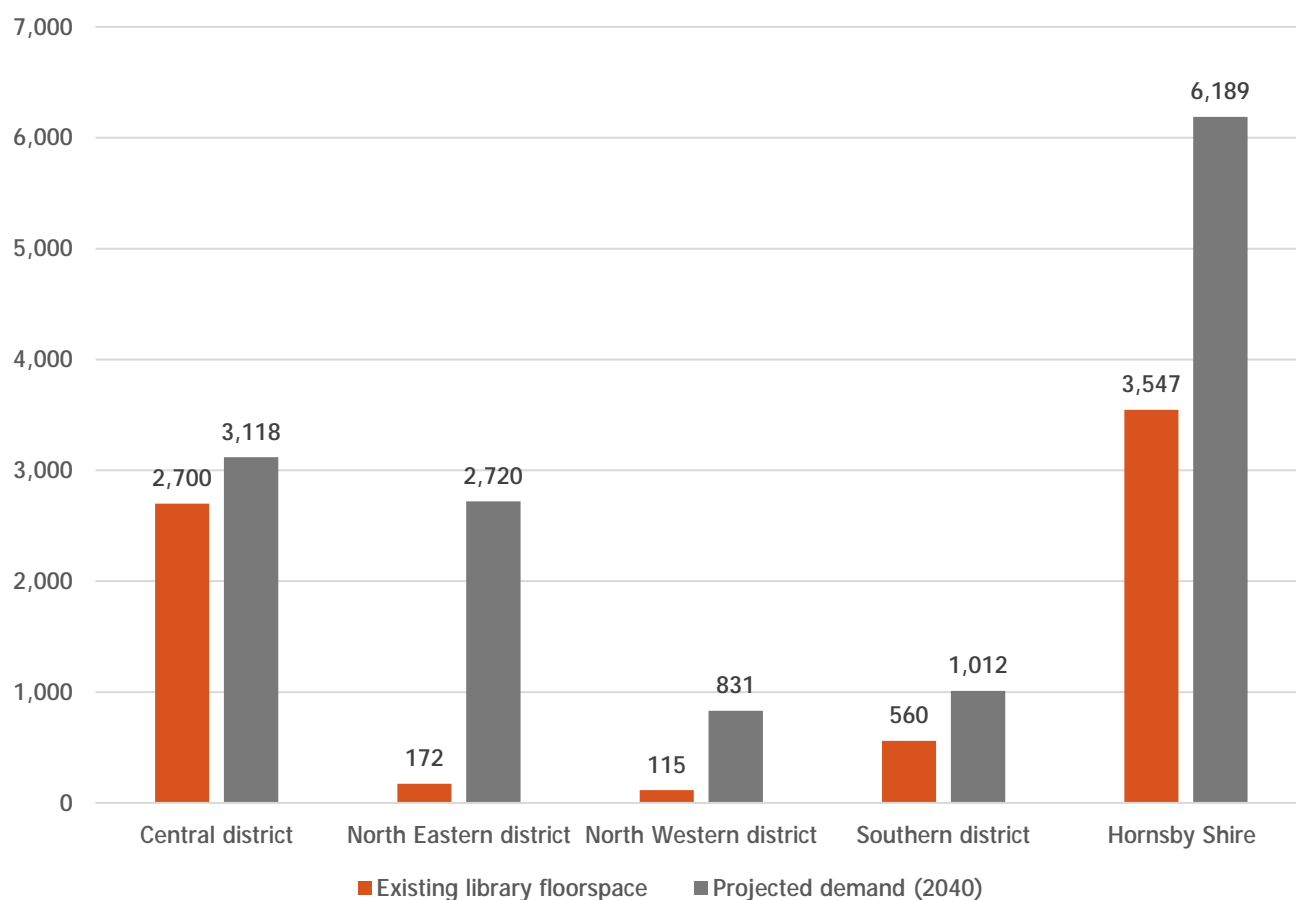


Figure 20: Current library floorspace (2020) and projected demand (2040)

## Recommended provision

The following **Table 13** provides a summary of the existing and projected demands using standards. It demonstrates the principle of planning for facilities as part of a co-ordinated network. However, planning as a network also needs to recognise that unique circumstances and utilisation of individual facilities and their suitability for numerical recommendations.

Therefore, a combination of quantitative calculations and qualitative considerations, the recommended library provision for Hornsby Shire LGA is:

- a Central library in Hornsby Town Centre (new facility up to 3,000sqm) servicing the Central District and Hornsby Shire
- district level libraries in Pennant Hills (expand up to 1,000sqm) and Cherrybrook (new 1,000sqm library)
- local level libraries in Galston (expand up 250sqm, relocated to Galston Community Centre) and Berowra (expand up to 350sqm).

Overall, this results in a total recommended provision of 6,100sqm, which is close to the provision required by standards (see previous pages).

However, the State Library of NSW standards should be applied to guide floorspace calculations, in conjunction with planning for library space as part of a cluster of multipurpose community facilities and understanding established usage patterns.

All four current libraries are recommended to be co-located with district level community facilities. The new library recommended would be ideally co-located with a district level community facility, but at a minimum co-located with multipurpose community space). With careful planning and management, this should allow the sharing of some spaces which would enable a lower required floorspace, including meeting and activity space, toilets, kitchens and foyers. Other considerations include:

- the reach of the library: for example, Hornsby Central Library is and will be an LGA wide asset, used by community beyond the Central district
- capacity to accommodate increased floor space within Council owned land: for example, the undercroft area adjoining Berowra District Library, or within the existing undeveloped footprint of Galston Community Centre
- established usage patterns: for example, South Eastern sub-district community members usage of Epping Library in The City of Parramatta Council or South Western sub-district community members using Castle Hill Library in the Hills Shire Council.

**Table 13:** Facility floorspace quantification (estimates rounded to nearest 100)

Library provision (for 2040)				
<b>Require:</b>	A total of 6,100sqm of library floorspace for Hornsby LGA			
Districts	Central	North Eastern	North Western	Southern
<b>Have:</b>	Hornsby Library: 2,700sqm	Berowra Library: 172sqm	Galston Library: 115sqm	Pennant Hills Library: 560sqm
<b>Demand:</b> (Applying provision standards)	3,000sqm	1,200sqm	1,000sqm	Pennant Hills Library: 1,500sqm New Cherrybrook Library: 1,500sqm
<b>Consider:</b>	<ul style="list-style-type: none"> <li>Hornsby Town Centre revitalisation and provision of regional level community facility infrastructure (for Hornsby Shire and beyond)</li> <li>Servicing regional needs and Central District level needs, with likely visitation from South Eastern sub-district and North Eastern district</li> </ul>	<ul style="list-style-type: none"> <li>Minimal population growth and proximity to Hornsby Town Centre are unlikely to support more than doubling this facility.</li> <li>Limited capacity to expand the facility (land area and built structure)</li> </ul>	<ul style="list-style-type: none"> <li>Minimal population growth and community access to nearby library facilities beyond Hornsby Shire are unlikely to support almost quadrupling the size of this facility</li> <li>Limited capacity to expand the facility (land area and built structure)</li> </ul>	<ul style="list-style-type: none"> <li>Any expansion of Pennant Hills Library will need to consider site constraints</li> <li>Planning for Cherrybrook Community Centre, which may generate a larger or smaller library facility, or efficiencies in floor space through multipurpose design and co-location</li> </ul>
<b>Recommend:</b>	<ul style="list-style-type: none"> <li>3,000sqm Hornsby Central Library</li> </ul>	<ul style="list-style-type: none"> <li>Expand Berowra Library, to 350sqm</li> <li>Enhancement of internal features for maximum flexibility and multiple uses</li> </ul>	<ul style="list-style-type: none"> <li>Expand Galston Library, to 250sqm</li> <li>Enhancement of internal features for maximum flexibility and multiple uses</li> </ul>	<ul style="list-style-type: none"> <li>Expand Pennant Hills Library up to 1,000sqm</li> <li>New 1,000sqm of library floorspace in Cherrybrook</li> </ul>
<b>Hierarchy:</b>	Regional + District	Local	Local	District (both)

## Community facility space

The benchmarks and standards set out in **Hierarchies, benchmarks and standards** (see pg. 66) provide a starting point for considering the future size of community and cultural facilities in the Hornsby Shire LGA, in alignment with the planning hierarchy.

The most readily adaptable starting point for Hornsby is the benchmark figure of 80 sqm of multipurpose community space per 1,000 people. **Figure 21** on the following page sets out the recommended rates of provision for multipurpose community space by hierarchy. It takes into consideration the:

- principles guiding planning for community and cultural facilities
- benchmark figure of 80 sqm per 1,000 people and comparisons with other Sydney councils
- existing and projected future rates of provision, based on the existing facility floorspace
- indicative proportion of space currently provided by district level facilities
- important role of other facility providers.

Aligning to the principles contained earlier in this section, floorspace allocation by hierarchy supports greater emphasis on the provision of district level multipurpose community space, rather than smaller, more dispersed village level facilities. It also demonstrates the shortfall in sub-regional facilities. Application of this hierarchy is guided by the:

- sub-regional contribution rate being applied to the entire population of Hornsby Shire
- district contribution rate being applied to each district population
- village contribution rate being applied to the suburb or, where relevant, the portion of the suburb likely to use the facility.

**Figure 21** also recognises the important contribution that other organisations make to the provision of community and cultural facilities in the Shire. While Council is the key provider of community and cultural facility space, non-Council owned facilities can play in meeting the needs for community spaces. Council could also act as a conduit to non-Council facilities for community groups and organisations needing space. In this scenario, should demand exceed the capacity of Council facilities, or if a non-Council facility would be deemed a more appropriate space for the required use, Council would act as a space broker – locating and negotiating the use of other spaces with, for example, school principals, leaders of faith-based organisations or club owners in the area.

It should be noted that the rate of 20 sqm of floorspace per 1,000 people is indicative, representing the concept that Council and other organisations should contribute equally to the provision of village level facilities.

### Hornsby Shire overall provision

Overall, Hornsby Shire has a lower than recommended provision rate, based on the 80 sqm per 1,000 people benchmark (65sqm/1,000 people). As described in the previous section, the provision standard of 80sqm/1,000 people is comprised of different levels of hierarchy, including:

- 15sqm/1,000 people to sub-regional facilities: for Hornsby Shire and populations beyond Hornsby Shire (e.g. multipurpose community hubs catering to arrange of activities)
- 45sqm/1,000 people to district facilities: which service the needs of the district populations (e.g. flexible and multipurpose community centres and district libraries in each of the districts)
- 20sqm/1,000 people to village/local facilities: providing spaces for groups of suburbs in the districts (e.g. community halls).

When these allocations are compared to current facility provision in Hornsby Shire:

- No regional facilities exist in Hornsby Shire, and there is projected demand for 3,600sqm of regional facility floorspace
- The Central and Southern districts are currently (2020) and are projected (2040) to be undersupplied in district and village/local facility floorspace
- The North Eastern district will continue to have an adequate supply of district and village/local level floorspace (from 2020 to 2040)
- The North Western district will have a minor shortfall of district facility floorspace by 2040, but village/local level facility provision will continue to be adequate (from 2020 to 2040).

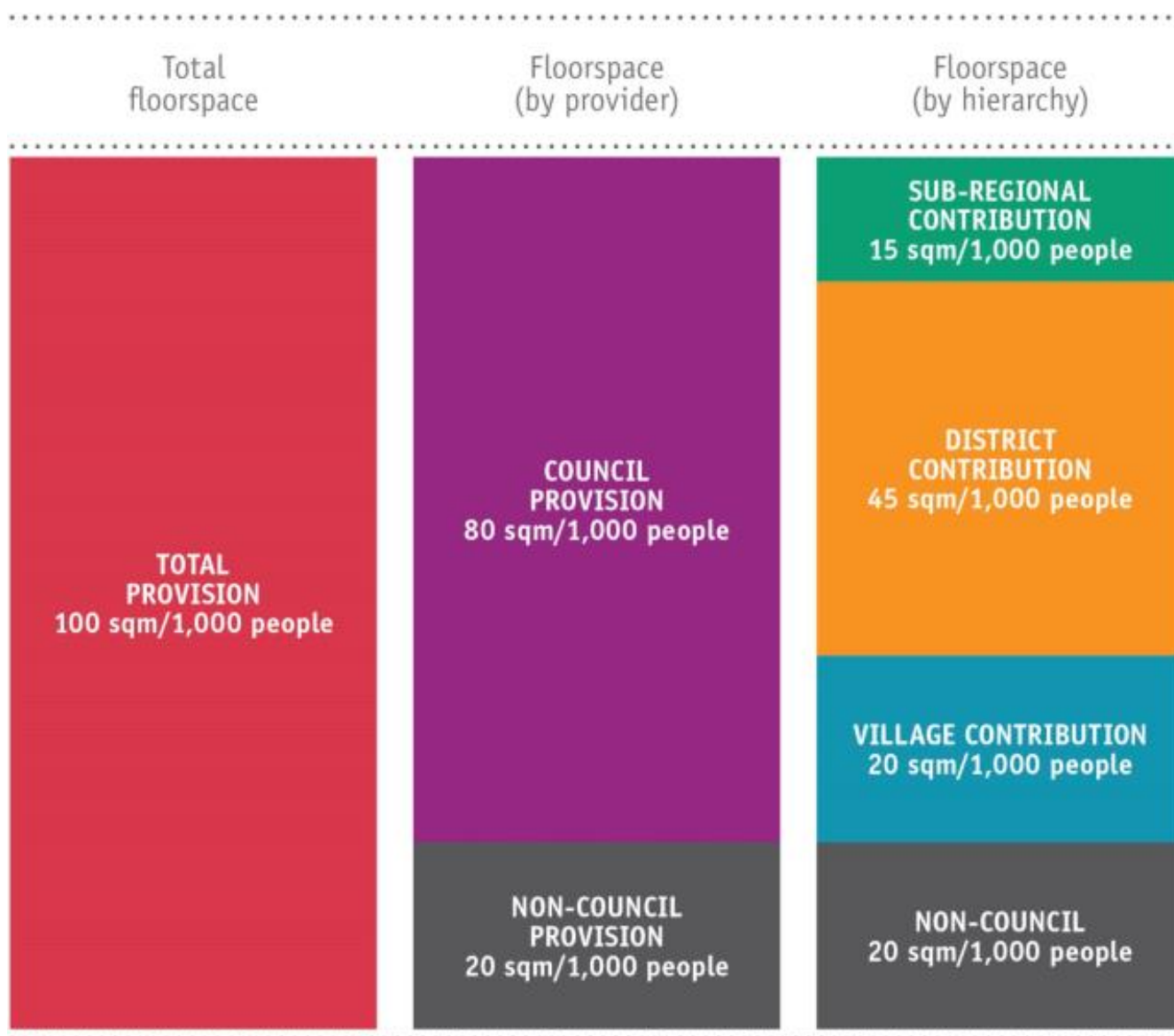


Figure 21: Recommended floorspace provision for multipurpose community space

### Provision by districts

**Table 14** in the following pages indicates the existing and projected future rates of provision of community space in the Hornsby Shire. The projected provision rates are based on the assumption that no changes are made to the number or size of existing facilities.

Applying the 80sqm/1,000 people standard indicates the existing community and cultural facility floorspace provision is not equitably distributed across the districts. This is indicated in **Figure 22** on the following page, which shows that the existing allocation of floorspace by district results in unbalanced community access (based on current district population figures):

- Central district: accounts for 42% of Hornsby Shire's population, but only contains 24% of Hornsby Shire's community and cultural facility floorspace
- North Eastern district: contains approximately 8% of Hornsby Shire's population, and a similar component of the Central district facility floorspace (20%)
- North Western district: also contains 8% of Hornsby Shire's population, with a slightly lower facility provision (15%)
- Southern district: a comparable population component to the Central district (42%), but more representative supply of facility floorspace (41%).



**Table 14:** Existing and projected future rates of provision of community and cultural facilities floorspace

District	Existing GFA sqm	2020		2040		2020-2040
		Population	Suggested GFA sqm	Population	Suggested GFA sqm	Total shortfall sqm
<b>Central</b>	2,417	65,420	5,234	83,817	6,705	-4,288
<b>North Eastern</b>	2,005	12,010	960	23,502	1,000	+1,005
<b>North Western</b>	1,516	13,204	1,056	14,662	1,173	+343
<b>Southern</b>	4,121	65,295	5,224	73,120	5,850	-1,729
<i>South Eastern sub-district</i>	<i>2,767</i>	<i>36,531</i>	<i>2,923</i>	<i>41,173</i>	<i>3,294</i>	<i>-527</i>
<i>South Western sub-district</i>	<i>1,354</i>	<i>28,764</i>	<i>2,301</i>	<i>31,947</i>	<i>2,556</i>	<i>-1,202</i>
<b>Hornsby Shire total</b>	<b>10,078</b>	<b>155,929</b>	<b>12,474</b>	<b>184,101</b>	<b>14,728</b>	<b>-4,650</b>

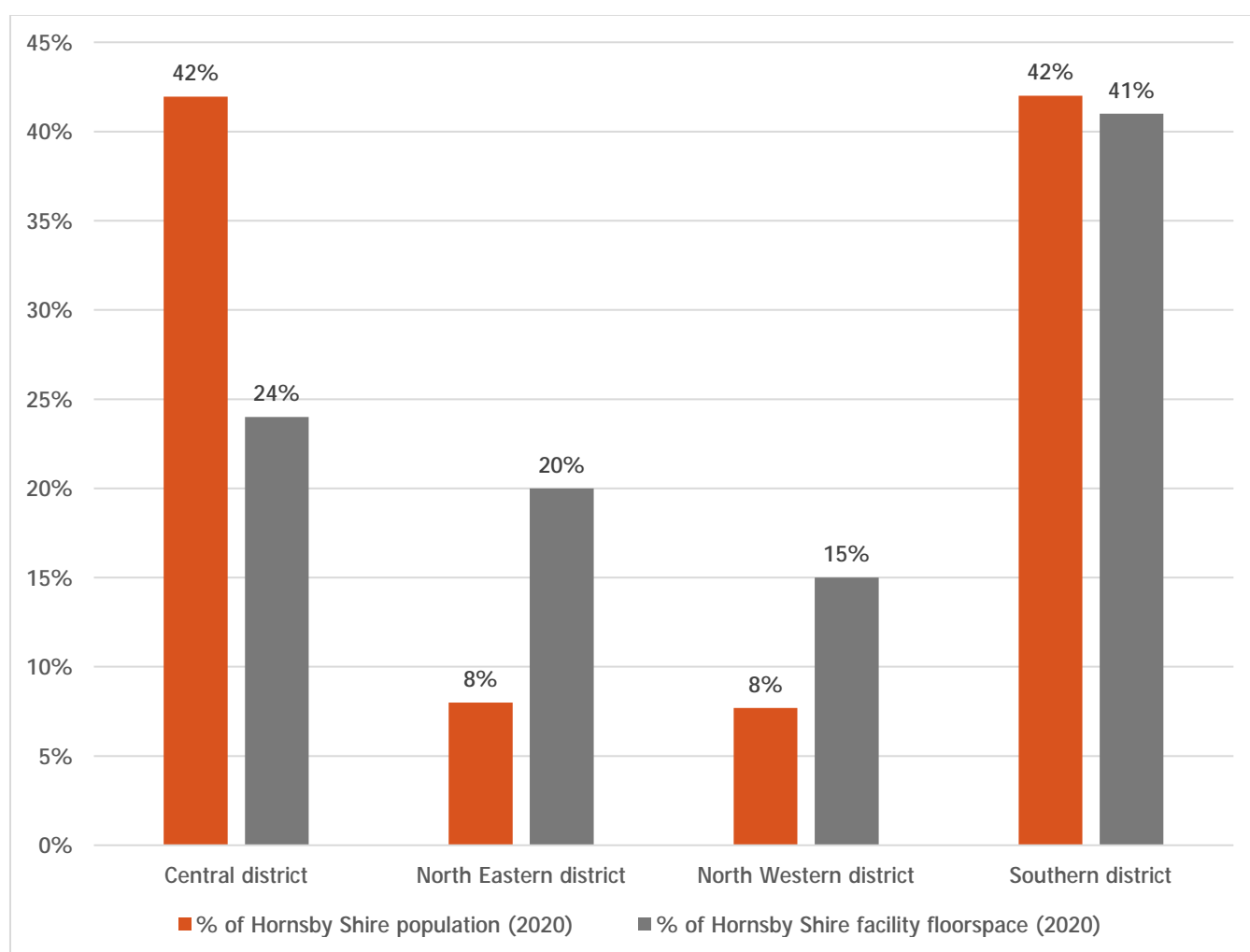


Figure 22: Proportion of current Hornsby Shire population in districts against the provision of existing community and cultural facility floorspace (2020)

In summary, the Central and Southern districts are projected to be undersupplied in community and cultural facility floorspace by 2040 while the Northern districts are projected to maintain adequate supply:

- Central district (provision rate of 37sqm/1,000 people in 2020): current provision and projected shortfall, with demand for approximately 6,700sqm in 2040 (4,300sqm more than existing provision).
- North Eastern district (provision rate of 171sqm/1,000 people in 2020): current and projected adequate supply, with existing provision approximately double what is required in 2040 (1,000sqm in excess).
- North Western district (provision rate of 114sqm/1,000 people in 2020): current and projected adequate supply, with existing provision slightly higher than projected demand in 2040 (340sqm in excess).
- Southern district (provision rate of 63sqm/1,000 people in 2020): current and projected shortfall, with demand for approximately 5,900sqm in 2040 (1,800sqm more than existing provision). The South Western sub-district has the greatest gap, requiring close to 1,200sqm of the 1,800sqm demand by 2040.

In three districts, there are other Council-owned facilities that house community organisations who provide a community service and/or address the needs of a community. At the time of preparing this Plan, these facilities are not available for community hire. However, if these facilities become available, they would be classified as local level floorspace and should adhere to the guiding principles and directions of this Plan regarding facilities of this type. A summary is provided below in **Table 15**.

**Table 15:** Other Council-owned facilities

District	Community organisations	Council-owned facility	Role/Service	Lease
<b>Central</b>	Fusion Australia	<ul style="list-style-type: none"> <li>• 5 Jersey Street, Hornsby</li> <li>• 1-3 Jersey Street, Hornsby</li> </ul>	<ul style="list-style-type: none"> <li>• Op shop</li> <li>• Study space and café for young people</li> </ul>	Expired 31 May 2018 (operating on a month to month basis)
	Northern Sydney Local Health District	<ul style="list-style-type: none"> <li>• 59 Florence Street, Hornsby</li> </ul>	<ul style="list-style-type: none"> <li>• Free support and information on parenting issues for 0-5 years</li> </ul>	Expires 30 June 2021
<b>North Eastern</b>	Northern Sydney Local Health District	<ul style="list-style-type: none"> <li>• Brooklyn Health Rooms, in portion of Brooklyn Meeting Room</li> </ul>	<ul style="list-style-type: none"> <li>• Providing GP service (Brooklyn District Community Health)</li> </ul>	Expires 31 August 2022
<b>North Western</b>	Dural and District Historical Society	<ul style="list-style-type: none"> <li>• History Cottage, 412 Galston Road, Galston</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the study of the history of Dural</li> </ul>	Expired 17 August 2007 (operating on a month to month basis)
<b>Southern</b>	Hornsby Shire Historical Society	<ul style="list-style-type: none"> <li>• Joseph Collingridge Hall 136-140 Pennant Hills Road, Normanhurst</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage study of history of Hornsby Shire</li> <li>• Exhibition of historical objects</li> </ul>	Expired 19 August 2017 (month to month tenancy holding over clause)
	Lifestart Co-operative	<ul style="list-style-type: none"> <li>• 4 Ramsay Street, Pennant Hills</li> </ul>	<ul style="list-style-type: none"> <li>• Early childhood intervention and school age services for children and young people living with disability or delay</li> </ul>	Expires 30 November 2023

## Non-Council provision

Another key challenge with standards of provision for community facilities is recognising and accounting for the provision of facilities by non-council organisations, particularly at the village level.

These facilities include halls and meeting spaces provided by schools, churches, clubs and other private organisations. While it is recognised that local government has a key role to play in the provision of community facilities, it is also recognised that councils alone cannot sustainably provide for the full range of community needs for village level meeting and activity space.

## Recommended provision

An overview of the current floorspace provision, standards-based demand and additional considerations is provided in **Table 17** in the following pages. As previously described, provision standards are one aspect of the larger process of facility planning process, and should be considered in conjunction with qualitative factors (such as location and access, land available, duplicative spaces, etc.)

Overall, the projected population of Hornsby Shire (2040) generates demand for 3,600sqm of sub-regional multipurpose community facility floorspace for all future residents of Hornsby Shire. In addition to regional level demand, 400sqm of floorspace should be added as a district level contribution for the Central district, as future residents in this district are likely to be frequent users of this facility due to its proximity. This creates a 4,000sqm multipurpose community facility. This facility should be co-located with the new Hornsby Central Library (up to 3,000sqm) in Hornsby Town Centre, in conjunction with the Hornsby Town Centre revitalisation.

The recommended district and village/local level community and cultural facility provision for each of the four districts is provided on the following page in **Table 16**. Overall, it is recommended that:

- up to 6,800sqm of district level floorspace, which is below the calculated demand but accounts for a district community facility in each district being co-located with a library which will enable efficiencies in floorspace and maximised community access and utilisation
- no additional village/local level community floorspace are provided, in alignment with continued commitment to not to provide any new standalone single use facilities (however, there is the potential to enable greater community access to suitable spaces in existing and planned sporting facilities which will support any local community demand, see Future facilities strategic plan, pg.97)

It is also recommended that where clusters of local facilities currently exist in the Central and North Eastern districts, the services of these facilities are consolidated and relocated to a more centrally located and/or suitably sized spaces (based on the standards), potentially facilitated through the rationalisation of excess of duplicative floorspace with the funds going into relocation and enhancement works.

**Table 16:** Community facility provision recommendations

Districts	District	Village/Local
<b>Central</b>	<ul style="list-style-type: none"> <li>Contribution of 400sqm of district floorspace into regional multipurpose facility</li> <li>Expansion of Wallarobba Arts and Cultural Centre, and focus as an art making space: 1,500-2,00sqm</li> <li>No change to Storey Park Community Centre: same size of 562sqm</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate any duplicative services and/or spaces (in close proximity) into the new multipurpose community centre in Hornsby Town Centre</li> </ul>
<b>North Eastern</b>	<ul style="list-style-type: none"> <li>Enhancement of Berowra Community Centre (with Berowra Library expansion): same size of 1,285sqm</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate services in clustered facilities in Brooklyn</li> </ul>
<b>North Western</b>	<ul style="list-style-type: none"> <li>Enhancement of Galston Community Centre, as part of Galston Library relocation: same size of 570sqm</li> </ul>	<ul style="list-style-type: none"> <li>No change</li> </ul>
<b>Southern</b>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<i>South Eastern sub-district</i>	<ul style="list-style-type: none"> <li>Enhancement of Pennant Hills Community Centre (with Pennant Hills Library expansion): same size of 1,489sqm</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate any duplicative services or spaces (in close proximity) into the expanded multipurpose Pennant Hills Library and enhanced Pennant Hills Community Centre</li> </ul>
<i>South Western sub-district</i>	<ul style="list-style-type: none"> <li>No change to Cherrybrook Community Centre: same size of 1,354sqm</li> </ul>	<ul style="list-style-type: none"> <li>New multipurpose community floorspace (co-located with new district Cherrybrook Library): up to 300sqm</li> </ul>

**Table 17:** Summary of projected community facility space demand and recommendations, by facility hierarchy (2040)

Regional level provision (20sqm/1,000 people)				
Need:	A total of 3,600sqm of regional level floorspace, best located in HTC.			
Have:	None			
Demand: (applying provision standard)	3,600sqm			
Consider:	Centrally located multipurpose community facility in Hornsby Town Centre, as part of Hornsby Town Centre revitalisation			
Recommend:	3,600sqm regional floorspace + 400sqm of district floorspace (contributed by Central district) = <b>4,000sqm facility</b>			
District level provision (45sqm/1,000 people)				
Districts:	Central District	North Eastern	North Western	Southern
Have:	<ul style="list-style-type: none"><li>Wallerobba Arts and Cultural Centre: 536asqm</li><li>Storey Park Community Centre: 562</li><li>Total:1,098sqm</li></ul>	<ul style="list-style-type: none"><li>Berowra Community Centre: 1,285sqm</li></ul>	<ul style="list-style-type: none"><li>Galston Community Centre: 572sqm</li></ul>	<ul style="list-style-type: none"><li><i>South eastern sub-district:</i> Pennant Hills Community Centre: 1,489sqm</li><li><i>South western sub-district:</i> Cherrybrook Community and Cultural Centre/ Greenway Park: 1,354sqm</li><li>Total: 2,843sqm</li></ul>
Demand: (applying provision standard)	3,700sqm	560sqm	660sqm	3,300sqm
Consider:	<ul style="list-style-type: none"><li>Co-locating district facility floorspace with the regional facility provision in Hornsby Town Centre</li><li>Art making spaces in Wallarobba Arts and Cultural Centre</li></ul>	<ul style="list-style-type: none"><li>Minimal population growth expected</li><li>Adequate projected supply</li></ul>	<ul style="list-style-type: none"><li>Minimal population growth</li><li>Galston Library relocation recommended</li><li>Limited capacity to expand the facility (land area and built structure)</li></ul>	<ul style="list-style-type: none"><li>Capacity to expand in existing facilities</li><li>Expansion of Pennant Hills Library</li><li>Cherrybrook SP residential developments will generate demand for a community space</li></ul>
Recommend:	<ul style="list-style-type: none"><li>Expansion of Wallarobba Arts and Cultural Centre to <b>1,500-2,000sqm</b></li><li>Contribution of <b>400sqm</b> of</li></ul>	<ul style="list-style-type: none"><li>No additional floorspace</li></ul>	<ul style="list-style-type: none"><li>Provide multipurpose community facility floorspace in Galston Library – relocated to</li></ul>	<ul style="list-style-type: none"><li>Additional community facility floorspace (up to 300sqm) in Cherrybrook adjoining/co-</li></ul>



	district level floorspace into regional HTC facility <ul style="list-style-type: none"> <li>No change to Storey Park</li> </ul>		Galston Community Centre (up to 250sqm)	located with the 1,000sqm library <ul style="list-style-type: none"> <li>Enhancement of existing Pennant Hills Community Centre floorspace, as part of Pennant Hills Library expansion</li> </ul>
<b>Village level provision (15sqm/1,000 people)</b>				
<b>Districts:</b>	<b>Central District</b>	<b>North Eastern</b>	<b>North Western</b>	<b>Southern</b>
<b>Have:</b>	Six facilities: 1,319sqm	Seven facilities: 830sqm	Three facilities: 944sqm	Five facilities (all in South Eastern sub-district): 1,247sqm
<b>Demand:</b> (applying provision standard):	1,160sqm	259sqm	340sqm	1,440sqm
<b>Consider:</b>	<ul style="list-style-type: none"> <li>Strategic direction of this Plan, not to provide anymore standalone single use facilities</li> <li>Consider delivery of local level floorspace in suitable rooms and spaces in facilities traditionally utilised by sporting clubs</li> <li>Where there is a cluster of facilities (e.g. Brooklyn and Hornsby suburbs), consider rationalisation of excess and consolidation into existing facilities or planned district or regional level facilities</li> </ul>			
<b>Recommend:</b>	<ul style="list-style-type: none"> <li>No new floorspace</li> <li>Provision of local spaces for community uses, in multipurpose and flexible spaces in regional HTC facility.</li> </ul>	<ul style="list-style-type: none"> <li>No new floorspace</li> <li>Consolidation of clustered facilities into existing facility of up to 100-200sqm</li> </ul>	<ul style="list-style-type: none"> <li>No new floorspace</li> <li>No rationalisation or consolidation, as facilities are dispersed</li> </ul>	<ul style="list-style-type: none"> <li>No new floorspace</li> <li>Consolidate facilities in close to Pennant Hills Community Centre, and funds invested in Pennant Hills Library and Community Centre works.</li> </ul>

## Performance space

### Existing provision

In consultation undertaken for the preceding Plan, a central performance space emerged as the biggest gap identified by community members. Spaces for cultural and performance was also identified in community consultation undertaken for the CSP.

However, it is important not to overstate the proportion of the Hornsby community who identify performance space as a gap in cultural facilities. In the preceding Plan, of the 214 people who completed the web survey, 72 responded to the open ended question “Do you have any ideas or suggestions for improving library, community or cultural facilities in the Hornsby Shire?” Of these, seven people (or 3.3 per cent of total respondents) stated that they would like to see a large performance space in the Hornsby CBD. In a corresponding representative phone survey of 600 randomly selected Hornsby residents, only three respondents mentioned more cultural venues. In comparison, of the 791 people who self-selected to complete the same survey online, 73 stated that they would like to see more cultural venues in the Shire.

The largest performance spaces currently provided by Council are the:

- auditorium in the Berowra Community Centre. The combined floorspace of the auditorium, stage, dressing room and associated storage in the Community Centre is some 400 sqm. This does not include the foyer, kitchen and toilets which also service the library, balcony room and other spaces within the Community Centre.
- large hall in the Cherrybrook Community and Cultural Centre, also known as the Ironbark Room. The hall and stage have a combined area of 500 sqm. The hall is air conditioned with an inbuilt PA system.

In planning cultural facilities it is particularly important to understand facilities provided by other organisations, as well as in nearby local government areas and relevant regional centres, to avoid any unnecessary overlaps or duplication. Cultural facilities should also be accessible by different modes of transport, ensuring that visitors can easily access to and from the facility at a wide range of times (i.e. located close to public transport hubs).

Performance spaces accessed by Hornsby Shire residents, but provided by surrounding Council's or non-Council organisations include:

- Roselea Community Centre (recently refurbished in 2014) the main hall and stage have a combined area of some 630 sqm, with the hall seating up to 400 people and have basic stage lighting, as well as audio video unit with large screen and two wall mounted TV screens.
- Hornsby RSL, which has a stage in the Showroom that can seat up to 1,000 people at one time, or can be subdivided to accommodate two functions concurrently
- PCYC Hornsby Ku-ring-gai, which has a stage in the main hall and is licensed to hold 1,000 people
- Hornsby War Memorial Hall, which has a stage and holds 330 people
- Asquith Boys High School, which has a hall capable of seating 600 people on tiered seating
- Marian Street Theatre in Gordon, 280 seat capacity
- Barker College, which incorporates the Malcolm Williamson Recital Hall capable of seating 120 people.

As noted in Section 2, relevant regional level performance facilities include Riverside Theatres complex in Parramatta, which contains three theatres ranging in size from some 80 to 760 seats, and The Concourse in Chatswood, which includes a 1,000 seat concert hall, 500 seat theatre and a variety of rehearsal and event spaces.

### Recommended provision

On balance, it would appear provision of an additional large scale, single purpose performance space in the Shire by Council would be unsustainable. It has also not been identified as a shortfall by the majority of the Shire community in consultation.

The creation of a centralised community, cultural and civic facility, with multipurpose space that enabled performances and would be able to be used for large civic functions and cultural events would be a more appropriate response to the lack of performance space identified by some community members.

## Community arts space

### Existing provision

Community arts facilities are smaller, more locally focused spaces for community arts rather than professional performance. The emphasis is more on studio, workshop and exhibition space and community programs, rather than professional performance. There should be opportunities for diverse age, cultural and interest groups to access community arts spaces for a wide range of uses.

The standards indicate that provision of community arts space should be in the order of one centre of 1,000-1,500 sqm for every 40,000-50,000 people, which could be provided as part of a multipurpose district level community centre. Using the lowest rate of provision, this would imply a provision of some 4,500 sqm across the Hornsby Shire. However, standards for community art space in existing areas are not well tested and, as discussed earlier in this report, should be applied with some caution.

The premier community arts space provided in the Shire is the Wallarobba Arts and Cultural Centre, which is 481 sqm and includes exhibition and studio space. The adjacent Hornsby Leisure and Learning Centre and Beatrice Taylor Hall together provide an additional 389 sqm, although these facilities are currently used by regular hirers for a wide range of community uses. In total, the Wallarobba cluster of facilities, excluding the Waitara Girl Guides Hall, currently includes some 870 sqm of space. In comparison, the lot on which the cluster is located is over 4,600 sqm. However, there are a range of restrictions to the expansion of facilities on the Wallarobba site, such as parking and heritage controls, which would pose challenges for expansion (up to 2,000sqm). Due to the orientation and components of the current site, a new whole of site master planning process may need to be undertaken.

The recent *Sociocultural Services Review* also found that access to and the delivery of creative and cultural activities, opportunities and events were concentrated in Hornsby Town Centre (Hornsby CBD) and were dominated by visual art-oriented outputs. Recommendations from this review included delivering more events outside of Hornsby suburb and diversifying type of art forms and event types for community involvement. To support these recommendations, planning for community and cultural facilities across Hornsby LGA should consider the built form and programming requirements which would support a more diversified and dispersed delivery of creative and cultural events,

Outside of Hornsby Shire LGA, Epping Creative Centre is a dedicated community arts facility in the neighbouring City of Parramatta Council. This Centre was previously owned and operated by Hornsby Shire Council but transferred to City of Parramatta Council during recent Council amalgamations. The Centre is 460 sqm and houses community arts activities such as drawing, painting, needlecraft, sewing, tatting, pottery, ceramics, sculpting, woodcarving, leatherwork, bridge club and computer lessons for seniors. Programs at the Creative Centre are run by a large number of groups, including community, educational and private organisations. It is likely that the Centre continues to attract visitors and users from existing Hornsby Shire, regardless of Council's southern boundary adjustment.

### Recommended provision

Over a 5-10 year period, it is recommended that the focus be on:

- Preparing a new masterplan for the whole of the Wallarobba cluster of facilities, investigating the expansion of Wallarobba Art and Cultural Centre to 1,500-2,000 sqm.
- Moving multipurpose community uses out of the Wallarobba cluster of facilities and into a centrally located regional and district facility in HTC regional multipurpose facility. This will enable the Wallarobba site to be master planned and community arts spaces and uses to be expanded. As part of this master planning process, floor space recommendations for community arts purposes should be reviewed in the context of site restrictions and realistic funding opportunities.
- Clearly delineating the creative role of Wallarobba Arts and Cultural Centre from HTC creative spaces, as a practical art making space compared to premier exhibition and performance space.
- Enabling village and district level multipurpose facilities to be used for diverse community creative and cultural community purposes where possible, particularly in the northern parts of the Shire where the population is considerably more dispersed.

## Directions

Eight high level, long term directions for community and cultural facilities in the Hornsby Shire Council are provided in the **Table 18** below. More detailed strategies for each of the four districts are provided in individual district plans in the following section

**Table 18:** Top 8 directions for community and cultural facilities

Directions	
1	Locate <b>sub-regional facilities in Hornsby Town Centre</b> , as part of the Hornsby Town Centre revitalisation.
	Develop a design brief to guide the delivery of additional multipurpose community, cultural, civic and regional standard library space in the CBD in conjunction with the HTC review. Explore opportunities and the feasibility for co-working spaces in Hornsby Town Centre, including spaces currently leased by community groups and within underutilised venues/assets.
2	Focus on developing multipurpose <b>district hubs at Pennant Hills, Cherrybrook, Berowra and Galston</b> .
	Explore opportunities and feasibility for co-working spaces in Council facilities within and surrounding district hubs. These spaces should be designed with a degree of flexibility, with the potential for re-adaption if not highly utilised by the community.
3	In accordance with the principles of making the best use of existing facilities, improving financial sustainability and providing facilities that are multipurpose and flexible, <b>do not create or provide land for new single purpose, standalone</b> facilities.
	Review the strategic need for single purpose standalone spaces in meeting community needs, by considering the available hours for hire (regular and casual) against bookings, spaces available and asset management costs. Focus on the North Eastern District and South Eastern sub-district, both of which have and are projected to have more than adequate provision into the future. The review should consider the balance between community value and sustainable Council management.
	If spaces are not utilised regularly, Council should investigate causes for underutilisation (e.g. practicality of spaces, situated in close proximity to affordable non-Council venues, promotion and programming, etc) to inform a decision regarding its future (i.e. enhancement/embellishment or disposal and relocation of users, investment of funds into surrounding network).
4	In the first instance, <b>specific use spaces</b> , which are identified as adding value to the community based on new or emerging demand, should be co-located in existing district hubs.
	If district hub co-location is not possible, consider locating specific use spaces in other existing and compatible facilities. Providing additional floor space should not be considered.
	Recommend the development of a policy to determine the priority of access to facilities when demand for specific spaces emerge. The policy should: <ul style="list-style-type: none"> <li>include an audit of similar spaces and services to avoid duplication</li> <li>encourage the sharing of scarce resources, the forming of partnerships amongst community groups and the supports the minimisation of administrative and operational costs</li> <li>frees up scarce floorspace to enable other services and user groups an opportunity to establish in the area</li> <li>respond to the cyclical nature of demand such that Council may respond to the emerging need for services in the community.</li> </ul>

5	<p>Work with <b>Scouts NSW and Girl Guides NSW</b> to renew all leases for scout and guide halls, except:</p> <ul style="list-style-type: none"> <li>• Waitara Guide Hall, as part of the Wallarobba site masterplan (see <b>Central district strategies</b>, pg.102)</li> <li>• halls not maintained to a safe standard</li> <li>• halls without demonstrated activity and regular and systematic use.</li> </ul> <p>Investigate how shared use of halls could be supported by Council and Scouts NSW and Girl Guides NSW (e.g. booking through a central booking facility, where technology allows).</p> <p>Ensure sub-letting to enable activation for other community groups and activities</p>
6	<p>Where <b>spaces in existing sporting facilities are suitable or where new sporting facilities are being planned</b> (e.g. Waitara Oval), facilitate equitable community access and use through broader community hire and standardised fees</p> <p>Work with the <b>sporting clubs and groups</b> who currently operate from or are planned to operate from built facilities with spaces suitable for broader community hire.</p> <p>Investigate how broader community use of these spaces could be supported by Council and these sporting groups and clubs (e.g. booking through a central booking facility), integrating Council's directions towards bookings and fees and charges (see below).</p>
7	<p>Investigate alternative <b>booking system technologies</b> to enhance usability for customers and staff, including online functionality.</p>
8	<p>Continue to apply consistency and sustainability of <b>fees and charges</b> in:</p> <ul style="list-style-type: none"> <li>• a simplified pricing structure</li> <li>• stating the discount against standard rate</li> <li>• increasing fees and charges over time to reflect industry benchmarks ensuring commercial hirers are not subsidised in line with requirements under the National Competition Policy.</li> <li>• introducing standardised fees for storage.</li> </ul>



## Future facilities strategic plan

**Figure 23** on the following page illustrates the strategic plan for regional and district community and cultural centres for Hornsby Shire Council by 2040. As per the principles and directions, it focuses sub-regional facilities in Hornsby Town Centre and creates district hubs in four centres, Berowra, Pennant Hills, Cherrybrook and Galston. It also recognises the remaining existing community facilities, which are currently larger than 500sqm, well utilised and not duplicative in their spaces or services, as district facilities. These facilities are not co-located with a library).

This results in the provision of one centrally located regional hub in the Central district and district hubs in the remaining three districts (including two in the Southern district, allocated to the South Eastern and South Western sub-districts)

It is not expected that this plan will be achieved immediately. Rather, the hierarchy provides direction in making a wide range of planning decisions about community and cultural facilities over 10-20 years (up to 2040). Further analysis and details about the sub-regional and district hubs, including the proposed floorspace for each facility type, are contained in the district plans in the following section.

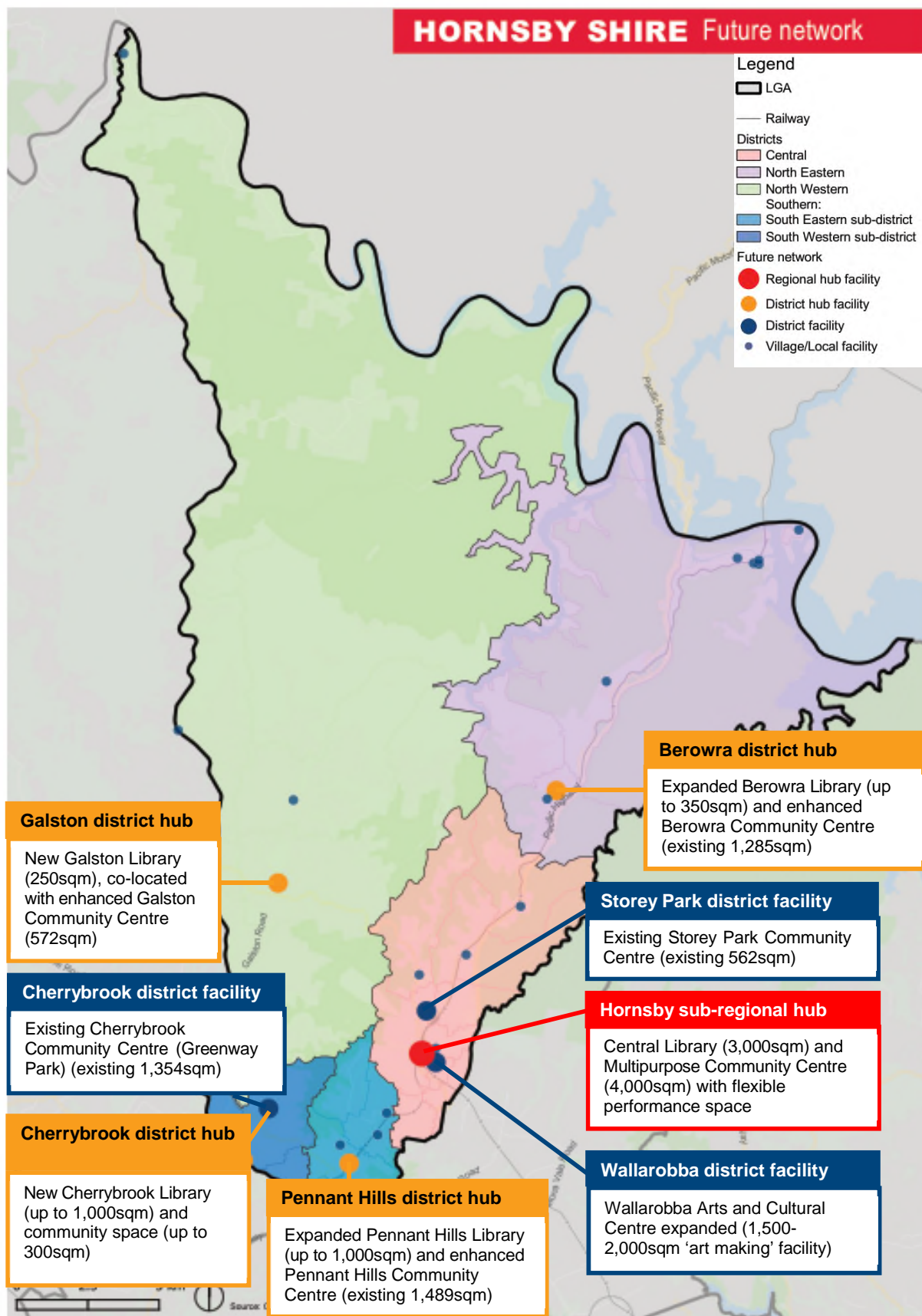


Figure 23: Future facilities strategic plan

# Hornsby district plans

## Directions for districts

For each of the four districts defined in **District catchments** (pg. 31), the following section contains:

- key metrics and information
- some key quotes from the consultation process
- a summary of analysis and implications
- detailed strategies for the district.

The following timeframes are used throughout the strategies:

- short term: 1-2 years
- medium term: 3-5 years
- longer term: 5-10+ years.

When reading the tables, also note that:

- NA' indicates the metric is not currently available.
- The condition rating has been provided by Council
- For 2019-20 financials:
  - The operating balance is the total funds remaining from revenue raised minus expenses (e.g. electricity, cleaning, etc.)
  - The schedule and reactive maintenance cost is the cost spent for maintenance
  - The net result is the operating result minus the scheduled and reactive maintenance cost.
- The number of regular user groups refers to users with bookings that occur on a regular and frequent basis. For all facilities considered in the audit, this has generally been defined as fortnightly or more.
- The 'regular use rate', expressed as a percentage in the following tables, reflects the proportion of time that the facility is in use by regular hirers, as defined above. The figure takes into account the opening hours of the facility as well as the number of rooms available for hire.
- It would be difficult for facilities to achieve a 100% regular use rate, particularly where there are multiple rooms available for hire. For most facilities, a 100% regular use rate would also be undesirable, as it would mean the facility is unable to be accessed by occasional hirers for activities such as birthday parties, cultural events, school concerts, dances and other one-off or irregular events. Nonetheless, the regular use rate is included here as an important indicator a base level of use for the facility.
- It is intended that future iterations of this plan will include an indicator of occasional use, to supplement the regular use metric and provide a more comprehensive picture of all forms of use.

## Central district

### District population

**2020** = 65,420

**2040** = 83,817

### Existing libraries

Library	GFA (sqm)	Age	Condition rating	3 year visitor average (per annum)	10 year asset cost (\$)
Hornsby Central Library	2,700	58 (1962)	2	451,594	1,462,491

### Existing community and cultural centres

Facility	GFA sqm	Condition rating	Regular user groups		Operating balance 2019-20 (\$)	Scheduled and reactive maintenance 2019-20 (\$)	Net financial result 2019-20 (\$)	10 year asset cost (\$)
			No.	%				
Beatrice Taylor Hall	181	2	18	47%	+10,304	-5,322	+4,982	108,295
Hornsby Heights Community Centre	110	2	5	11%	+3,241	-6,180	-2,939	261,144
Hornsby Leisure and Learning Centre	208	1	16	50%	+10,198	-5,322	+4,876	116,907
Hornsby Youth and Family Community Centre	188	3	7	37%	+6,385	-10,249	-3,864	129,678
Mount Colah Community Centre	413	2	11	32%	+8,024	-43,829	-35,805	200,859
Mount Kuring-gai Community Centre	85	3	5	12%	-6,389	-5,185	-11,574	149,714
Storey Park Community Centre*	562	N/A	5	21%	N/A	N/A	N/A	N/A
Wollarobba Arts and Cultural Centre	536	2	6	23%	-27,569	-15,417	-42,986	346,696

\* Storey Park Community Centre became fully operational in 2020. An asset Management Plan is being completed – limited information was available as the time of preparing this Plan.

Notes: The net financial result for Beatrice Taylor Hall and Hornsby Leisure and Learning Centre is a combined result for the two facilities – it has been halved in the table above due to comparable size.



## Existing and projected library provision

Based on NSW State Library standards alone, there is a projected undersupply in library floorspace.

Library	GFA (sqm)	2020 provision standard (to nearest 100)	2040 provision standard (to nearest 100)	Other considerations	Recommendation
Hornsby Central Library	2,700	2,400sqm	3,100sqm	<ul style="list-style-type: none"> <li>Regional provision in Hornsby Town Centre</li> </ul>	<ul style="list-style-type: none"> <li><b>3,000sqm</b> regional library</li> </ul>

## Existing and projected community facility provision

Based on quantified standards alone:

- Currently adequate supply of village level facilities, projected shortfall by 2040.
- Current and projected shortfall of district and regional facilities

Facilities	Size sqm	2020 provision	2040 provision	Other considerations	Recommendation
Village (20sqm/1,000 people)					
Beatrice Taylor Hall, Hornsby	181	Need: 1,308sqm	Need: 1,676sqm	• Clustered in and around Hornsby and Hornby Heights suburbs	• Relocation of services into Hornsby multipurpose community centre
Hornsby Leisure and Learning Centre	342	Supply: +10sqm	Shortfall: -375sqm		
Hornsby Youth and Family Community Centre	188				
Hornsby Heights Community Centre	110				
Mount Colah Community Centre	413			• Dispersed facilities	• No change
Mount Kuring-gai Community Centre	85				• No change
District (45sqm/1,000 people)					
Wallerobba Arts and Cultural Centre, Hornsby	536	Need: 2,944sqm	Need: 3,772sqm	• Unique arts making spaces (studies, etc.)	• 1,500-2,000sqm art making space
Storey Park Community Centre, Asquith	562	Shortfall: -1,846sqm	Shortfall: -2674sqm		
Regional (15sqm/1,000 people)					
N/A	N/A	Need: 981sqm  Shortfall: -981sqm	Need: 1,257sqm  Shortfall: -1,257sqm	• Regional provision in Hornsby Town Centre	• 4,000sqm regional multipurpose community space (400sqm district + 3,600sqm regional).

### Other relevant Council facilities

- Waitara Girl Guides Hall, located within the Wallarobba cluster of facilities
- Joseph Collingridge Hall 136-140 Pennant Hills Road, Normanhurst, leased by Hornsby Historical Society
- Scouts and Guides Mount Colah, located adjacent to the Mount Colah Community Centre
- State Government commitment of \$9 million for Waitara Oval and provision of community space as part of the grandstand redevelopment.
- Leased Council-owned facilities at 5 Jersey Street, 1-3 Jersey Street and 59 Florence Street in Hornsby.

### Key non-Council facilities in or near the district

- St Ives Library
- St Ives Community Hall
- Hornsby RSL
- Hornsby War Memorial Hall
- PCYC Hornsby Ku-ring-gai
- Turramurra Library
- Asquith Bowling and Recreation Club
- Barker College, Waitara
- Hornsby South Public School
- Prouille Catholic Primary School, Wahroonga
- Uniting Church Mount Colah
- St Edmund's High School, Wahroonga

### Analysis

- There is a projected shortfall across all hierarchical levels in the Central district by 2040.
- Hornsby Leisure and Learning Centre and Beatrice Taylor Hall returned a positive net financial result over the 2019-20 financial year (combined +\$10,600). However, the 10 year average asset management cost this reverts this figure to a small deficit.
- **Hornsby Central Library** is well located near the train station and shopping centres. According to State Library standards, the Library currently has sufficient floorspace to serve the Central district population (based on existing library membership visitation data). The Hornsby Central Library will accommodate the Hornsby Shire LGA population (regional) and Central district
- Council is proceeding with a temporary refurbishment of **Hornsby Library**, the development application has been approved.
- The changing demographics of the Central district, especially the increasing proportion of culturally and linguistically diverse residents, will result in greater demand for the dedicated study spaces.
- **Storey Park Community Centre** is a new district facility for the Central district and services a district and local population in surrounding Hornsby and Asquith. The facility provides multipurpose spaces for wider community use. It also has a strong link to an adjoining play area. However, there is still an undersupply in district level facilities in this district.
- **Mount Kuring-gai Community Centre** is a very small facility located in a largely residential area, away from other generators of community activity. It is used by a relatively small number of regular hirers, although has a higher level of occasional use on the weekends, particularly during the day. There is a school hall available for hire by the public in close proximity to the facility which could be considered a duplication. However, the local community has expressed opposition to the disposal of the centre, with many local residents believing it plays a strong role in the community, is well maintained and fit for purpose.
- **Mount Colah Community Centre** is a mid sized facility located next to the Scouts and Guides Mount Colah, as well as the Mount Colah Primary School. It is also close to the Mount Colah train station and a playground associated with the community centre.

## Strategies

Key strategies for the Central district are:

No.	Strategies	Timing
1	<p>Develop a co-located <b>regional 3,000sqm Central Hornsby Library and 4,000sqm multipurpose community centre</b> in highly prominent and accessible location in the <b>Hornsby Town Centre east side</b>. The community centre space should incorporate a <b>flexible performance space</b></p> <p>The multipurpose community centre will contribute to:</p> <ul style="list-style-type: none"> <li>Regional level floorspace (approximately 3,600sqm), incorporating a flexible performance space (up to 600sqm) that can be 'packed down' to provide a community gathering space (also 600sqm).</li> <li>District level floorspace (up to 400sqm)</li> <li>District and local community use should be accommodated through a combination of efficiencies in shared and multipurpose spaces in the facility, programming and services delivery as well as connections to outdoor spaces (enabling activation beyond the building footprint).</li> <li>This Strategy includes a design brief (see <b>following pages</b>) for the regional Hornsby facility, which should be considered in conjunction with the progress of the HTC revitalisation process.</li> </ul>	In conjunction with Hornsby Town Centre revitalisation
2	<p>Prepare a new master plan for a <b>district level 1,500–2,000sqm Wallarobba Arts and Cultural Centre</b> (absorbing some remaining demand for district facility, up to 1,500sqm) considering the entire Wallarobba cluster of facilities maximising the use of the site and inclusive of retention of some onsite parking. The Waitara Girl Guide Hall should be considered as part of the Wallarobba site masterplan.</p> <p>This figure should be reviewed as part of the master planning process and subject to available funding. This masterplan should include Willow Park playgrounds, adjacent to the Wallarobba facility, and will also need to consider:</p> <ul style="list-style-type: none"> <li>reconfigured parking and landscape enhancements</li> <li>connections to Waitara Oval and inclusive playground, and the potential demand for nearby hireable spaces with universal design accessibility.</li> </ul> <p>This facility should provide artistic working and creative spaces (e.g. spaces for making art). Larger exhibition spaces are not recommended, as this can be provided in a combination of public (including the regional Hornsby facility) and private spaces in better suited facilities and locations. However, there is the opportunity for smaller local level exhibits, if the existing halls were re-purposed (potentially funded in S7.11 works schedule funding).</p> <p>The relationship of Wallarobba to the regional Hornsby facility, should be complementary, working together to provide artistic and cultural experiences as part of integrated network.</p> <p>As population continues to increase in surrounding areas, a revised feasibility study for commercial options in Wallarobba may be necessary.</p>	In conjunction with Hornsby Town Centre revitalisation
3	<p>Integrate the relocation of the services currently provided by the <b>Beatrice Taylor Hall, Hornsby Leisure and Learning Centre</b> and <b>Hornsby Youth and Family Community Centre</b>, into the new regional Hornsby multipurpose community centre.</p>	Medium to long term
4	<p>Actively monitor, manage and promote <b>Hornsby Heights Community Centre</b> to increase the number of casual and regular hirers. Consider the relocation of services into the new regional Hornsby multipurpose community centre.</p>	Long term
5	<p>Actively monitor, manage and promote the new <b>Storey Park Community Centre</b> to ensure that the strong local community connections are being created with the new facility.</p>	Ongoing

	Consider implementation of 'priority of access policy', with curated and programmed activities and hirers within the facility to ensure the new residents in the area are able to access the venue. Actively monitor and manage casual and regular hirers and track the net yearly financial result.	
6	Actively monitor, manage and promote <b>Mount Kuring-gai Community Centre</b> to increase the number of casual and regular hirers, improve the net financial result.	Short term and ongoing
7	Actively monitor, manage and promote <b>Mount Colah Community Centre</b> and track progress in casual and regular hirers following its recent investment in the design and construction of a toddlers' playground.	Short term and ongoing

## Hornsby Town Centre design brief options

The development of a regional **central Hornsby Library (3,000sqm) and multipurpose community centre with flexible performance space (4,000sqm)** in a strategic, highly prominent and accessible location in the Hornsby Town Centre east side.

The operation of the regional facility should be guided by the development of an **Operating Model**, investigating how spaces and management of the facility cooperatively meets the needs of regional Hornsby LGA population as well as the Central HTC sub-district. This will enable the sense and functionality of **one large integrated facility**, not separate spaces operating adjacent to one another. The following is intended to guide a design brief:

- **total floor space of 7,000 sqm**, including up to 3,000sqm of library space and up to 4,000sqm of community, cultural, creative (see below) and possibly civic spaces.
- configuration and materials of spaces and rooms enable **flexibility and multiple functions**, for example:
  - **large hall with flexible performance space facilities (around 600sqm)**, able to accommodate up to 350 seats [from project experience, we understand that you need about 350 seats to make a performance space work. Design options which enable flexibility (e.g. retractable seating, high ceilings, dividing walls) will ensure the hall can be used for diverse community events, from elite performances and formal ceremonies, to weekly community activities
  - **a variety of meeting, training and activity rooms**, including larger spaces that can be adapted for smaller and larger groups (various spaces ranging from 50-100 sqm in size) and capability to adapt spaces (e.g. acoustic and/or shifting walls, ability to convert two or three rooms into one larger space, flexible meeting spaces or counselling rooms to provide space for the delivery of outreach services)
  - **there may be demand for co-working spaces** which support home-based and micro businesses operating in Hornsby Shire. This level of demand would need to be through further consultation with home-business operators. However, if provided, these spaces should be designed to ensure they can be adapted into other spaces and uses if co-working is not highly utilised.

Additional design elements which should be considered to maximum utilisation are:

- Indoor spaces have strong relationship and connectivity to outdoor space such as Hornsby Mall, including options for rooftop or balcony activity spaces
- Ample natural lighting throughout the facility
- Subject to feasibility assessments, inclusions to facilitate co-working spaces to operate.
- Large entry foyer/community living room/exhibition space
- Commercial kitchen directly linked to the main function or performance space
- AV and smart tech capabilities, for long term use (future proof where feasible)
- Entrance to specific spaces, when other spaces are closed (e.g. able to enter community and civic, as well as any cultural and creative spaces when the library space is closed)
- Investigate opportunities for co-location of spaces for commercial activity suitable to broader setting and supported by feasibility studies, such as cafes.
- Exhibition opportunities to showcase premier creative activities, such as the Hornsby Art Prize.

### Additional comment: Performance space in Hornsby Town Centre facility

Our investigation has not identified a need for a fixed performance space in Hornsby Shire LGA. It is our recommendation that a large flexible space, capable of accommodating performance as well as other large community gatherings. Key considerations which have informed this recommendation are:

- A fixed performance space does not support the flexible and multipurpose capability of a large hall space available for broad community hire. Additional floor space would be needed to ensure community access to a larger flexible and multipurpose space, which would reduce the variety of spaces offered with the facility.
- There are several surrounding Councils already offering similar spaces, including Parramatta City Council's Riverside Theatres and The Concourse in Willoughby City Council. The City of Ryde is also considering plans for a similar venue. A fixed performance space would be entering a competitive market.
- In our project experience, fixed performance venues most often operate at a loss to Council even when well promoted and established as premier performance venues. Operational and liability costs of these facilities, including dedicated technical staffing arrangements and PLI, generally outweigh revenue raised through ticket and food/drink sales.



## North Eastern district

### District population

**2020** = 12,010

**2040** = 12,502

### Existing libraries

Library	GFA (sqm)	Age	Condition rating	3 year visitor average (per annum)	10 year asset cost (\$)
Berowra Branch Library	172	40 (1980)	2	37,955	134,838

### Existing community and cultural centres

Facility	GFA sqm	Condition rating	Regular user groups		Operating balance 2019-20 (\$)	Scheduled and reactive maintenance 2019-20 (\$)	Net financial result 2019-20 (\$)	10 year asset cost (\$)
			No.	%				
Baden Powell Hall, Brooklyn	111	3	2	6%	-1,917	Not available	-1,917	181,835
Berowra Community Centre	1,285	2	9	33%	-8,214	-141,091	-149,305	1,577,640
Berowra District Hall*	199	3	N/A		-1,099	Not available	-1,099	216,075
Brooklyn Leisure and Learning Centre	73	4	NIL	NIL	-3,243	-300	-3,543	294,413
Brooklyn Meeting Room	138	2	4	13%	+2	- 4,873	-4,875	294,413
Cowan Community Centre	155	2	NIL	NIL	-3,239	- 2,406	-5,645	318,338
Dangar Island Community Centre	94	3	1	2%	-756	-604	-1,360	158,391
10 Dangar Road**, Brooklyn	60	N/A	N/A		N/A	N/A	N/A	N/A

\* Berowra District Hall is sublet.

\*\* 10 Dangar Road recently became available for community hire – limited information was available at the time of preparing this Plan.

Note: Berowra Community Centre scheduled and reactive maintenance includes Berowra Library.

## Existing and projected library provision

Based on NSW State Library standards alone, there is a current and projected undersupply in library floorspace.

Library	GFA (sqm)	2020 provision standard (to nearest 100)	2040 provision standard (to nearest 100)	Other considerations	Recommendation
Berowra Library	172	800sqm	900sqm	<ul style="list-style-type: none"> <li>Minimal population growth expected</li> <li>Proximity to proposed Hornsby regional library</li> <li>Limited land area</li> </ul>	<ul style="list-style-type: none"> <li><b>350sqm</b> library floorspace, co-located with Berowra community centre</li> </ul>

## Existing and projected community facility provision

Based on quantified standards alone:

- Adequate current and projected supply of village and district level floorspace
- Undersupply in current and projected supply of regional level floorspace

Facility	Size sqm	2020 provision	2040 provision	Other considerations	Recommendation
Village (20sqm/1,000 people)					
Baden Powell Hall, Brooklyn	111	Need: 240sqm	Need: 250sqm	• Cluster of facilities in Brooklyn	• Existing facility ( <b>100-200sqm</b> ), such as Brooklyn Meeting Room (138sqm), consolidates other facility uses.
Brooklyn Meeting Room, Brooklyn	138	Supply: +590sqm	Supply: +580sqm		
Brooklyn Leisure and Learning Centre, Brooklyn	73				
10 Dangar Road, Brooklyn	60				
Berowra District Hall	199			• Dispersed facilities	• No size increases • No new facilities • No rationalisation
Cowan Community Centre	155				
Dangar Island Community Centre	94				
District (45sqm/1,000 people)					
Berowra Community Centre, Berowra	1,285	Need: 540sqm: Supply: +745sqm	Need: 563sqm Supply: +722sqm	• Minimal population growth expected • Proximity to proposed Hornsby regional multipurpose community centre • Limited land area	• Maximise use of the existing community facility, co-located with Berowra Library
Regional (15sqm/1,000 people)					
N/A	N/A	Need: 180sqm Shortfall: -180sqm	Need: 188sqm Shortfall: -188sqm	N/A	• Provided in Hornsby regional multipurpose community centre

### Other relevant Council facilities

- Warrina Street Oval Facility (located on Council land)
- Berowra Oval Clubroom Facility (located on Council land)
- Leased Council-owned facility at History Cottage, 412 Galston Road, Galston

### Key non-Council facilities in or near the district

- Berowra RSL
- Berowra Christian Community School
- Berowra Public School

### Analysis

- The district has a significantly higher rate of provision of community centre space than the broader Hornsby Shire.
- All facilities (for which data was available) held a negative net financial result over the 2019-20 financial year, ranging from -\$1,100 (Berowra District Hall) to -\$149,300 (Berowra Community Centre).
- **Berowra Community Centre** is one of the largest performing arts facilities provided by Council. It contains an auditorium which seats 300 and is equipped with a stage, dressing room and PA system. The Centre also contains a function room seating 100 and a small meeting room.
- **Berowra Library** is below the size suggested by the standards. However, as the Library is co-located with the Community Centre, some Library activities are able to be held in the meeting room and other spaces within the Centre.
- With a community centre of over 1,200 sqm in close proximity and a local population of only 4,894 in 2020, the need for **Berowra District Hall** is difficult to justify on the basis of provision rates and equity of provision across the local government area. However, the hall has been responsibly managed on a voluntary basis by the Lions Club of Berowra since 1984 and is seen to have heritage, cultural and historic significance.
- There are four small existing facilities in **Brooklyn** which are reasonably well located and appear accessible to the local community. The total floorspace of 382sqm is very high for a local area, accounting for 20% of the total North Eastern district floorspace, while the population of Brooklyn (approx. 670 people) is only 3% of the current district population.
- The fragmentation of the floorspace across four centres in Brooklyn also limits their flexibility and reduces the hub effect created by a vibrant multipurpose facility. In addition, it significantly increases maintenance and management costs.
- The Lower Hawkesbury Aquatic and Recreation Association (LHARA) have developed and shared with Council a proposal for a new multi-purpose facility at Parsley Bay with community spaces, boat ramp, storage and toilet amenities. Sponsor organisations of LHARA include the Hornsby Ku-ring-gai Sailing Club, Hawkesbury River Sailing Club, Hawkesbury River Yacht Club, Hawkesbury River Dragons, Brooklyn Community Association and Brooklyn Community Hall Project Committee. The LHARA proposal enjoys community support and includes the following:
  - Ground Floor – aquatic activities base for sailing, dragon boats and paddlers; along with a kiosk-style food outlet; and change rooms with showers and toilets for members and guests.
  - First Floor – a community hall and learning centre with a flexible floorplan to suit events seating up to 150 people, or a range of smaller group activities, along with kitchen and server. The first floor would also include spacious covered decks.

## Strategies

Key strategies for the North Eastern district are:

No.	Strategies	Timing
1	<p>Explore opportunities to reconfigure the <b>Berowra Community Centre and Library</b> to:</p> <ul style="list-style-type: none"> <li>increase the amount of library space (up to a 350sqm facility), by expanding the existing library facility in the under-croft area (the most viable option)</li> <li>maximise use of the existing community facility, potentially through adaptable and flexible design options for the auditorium and other meeting spaces (e.g. retractable room dividers, enhanced integration of open space and indoor spaces, walls which double as whiteboards, etc.)</li> </ul> <p>Works should only progress when the population of Berowra has reached a sufficient number to support additional spaces and/or the regional library and community centre has been delivered in HTC and visitation patterns indicate utilisation preferences between the two facilities.</p>	Medium to long term
2	<p>Community and cultural facilities provision in Brooklyn should align with the principles of making the best use of existing facilities, such as improving financial sustainability and being multipurpose and flexible.</p> <p>This Plan does not support the delivery of smaller facilities (i.e. less than 500 sqm) for local community facilities, as this size is unlikely to accommodate multipurpose and flexible use. However, a larger facility (larger than 500sqm) is unlikely to be sustainable in Brooklyn based on current and projected population numbers.</p> <p>Consolidate existing facilities (Baden Powell Hall, Brooklyn Leisure &amp; Learning, and 10 Dangar Road) into a consolidated multi-purpose community facility of <b>100-200sqm</b> for Brooklyn.</p> <p>In accordance with strategic direction 4, review the strategic need for single purpose standalone spaces in meeting community needs. The review should consider the balance between community value and sustainable Council management.</p> <p>Existing regular and casual hirers should be consulted to ensure their booking patterns are minimally affected, while also encouraging greater community access to these spaces.</p>	Medium to long term
3	<p>Actively monitor, manage and promote <b>Cowan Community Centre</b> to increase the number of casual and regular hirers, improve the net financial result. Also, work with Council's communications team to support promotion of the facility.</p> <p>Review the strategic direction in three to five years' time, following integration of keyless entry and new booking system</p>	Ongoing

## North Western district

### District population

**2020** = 13,204

**2040** = 14,662

### Existing libraries

Library	GFA (sqm)	Age	Condition rating	3 year visitor average (per annum)	10 year asset cost (\$)
Galston Branch Library	115	44 (1976)	2	9,350	349,435

### Existing community and cultural centres

Facility	GFA sqm	Condition rating	Regular user groups		Operating balance 2019-20 (\$)	Scheduled and reactive maintenance 2019-20 (\$)	Net financial result 2019-20 (\$)	10 year asset cost (\$)
			No.	%				
Arcadia Community Centre	392	2	3	26%	-1,725	-11,397	-13,122	468,267
Galston Community Centre	572	2	5	17%	-192	-34,266	-34,458	727,083
Glenorie Community Centre	246	3	NIL		-2,155	-3,813	-5,968	256,786
Wisemans Ferry Community Centre	306	3	2	25%	+487	-15,583	-15,096	498,884



## Existing and projected library provision

Based on NSW State Library standards alone, there is a current and projected undersupply in library floorspace.

Library	GFA (sqm)	2020 provision standard (to nearest 100)	2040 provision standard (to nearest 100)	Other considerations	Recommendation
Galston Branch Library	115	900sqm	1,000sqm	<ul style="list-style-type: none"> <li>Minimal population growth expected</li> <li>Proximity to Dural Library (The Hills Shire Council)</li> <li>Limited land area available</li> </ul>	<ul style="list-style-type: none"> <li><b>250sqm library addition</b> to existing community centre (572sqm), creating a facility of approx. 822sqm</li> </ul>

## Existing and projected community facility provision

Based on quantified standards alone:

- Current and projected adequate supply of village level floorspace
- Current and projected under supply of district and regional level floorspace (regional contributes to regional community floorspace in Hornsby central multipurpose community centre).

Facility	Size sqm	2020 provision (adequate / short)	2040 provision (adequate / short)	Other considerations	Recommendation
Village (20sqm/1,000 people)					
Arcadia Community Centre	392	Need: 264sqm	Need: 293sqm	<ul style="list-style-type: none"><li>Dispersed across the district</li></ul>	<ul style="list-style-type: none"><li>No size increases</li><li>No rationalization</li><li>No new facilities</li></ul>
Glenorie Community Centre	246	Supply: +680sqm	Supply: +651sqm		
Wiseman's Ferry Community Centre	306				
District (45sqm/1,000 people)					
Galston Community Centre	572	Need: 594sqm  Shortfall: -22sqm	Need: 660sqm  Shortfall: -88sqm	<ul style="list-style-type: none"><li>Minimal population growth expected</li><li>Proximity to Dural Library (The Hills Shire Council)</li><li>Limited land area available</li></ul>	<ul style="list-style-type: none"><li><b>250sqm library addition</b> to existing community centre</li></ul>
Regional (15sqm/1,000 people)					
N/A	N/A	Need: 198sqm  Shortfall: -198sqm	Need: 220sqm  Shortfall: -220sqm	N/A	<ul style="list-style-type: none"><li>Provided in Hornsby regional multipurpose community centre</li></ul>

### Other relevant Council facilities

- Dural and District Historical Society building in Galston
- Galston KU Children's Services, located adjacent to Galston Community Centre

### Key non Council facilities in or near the district

- Dural Library, Castle Hill Shire Council
- Galston Club
- Glenorie RSL Club
- Pavilion Function Room in Les Shore Reserve, Glenorie
- Pacific Hills Christian School, Dural
- Warrah Village Rudolf Steiner School, Dural

### Analysis

- The North Western District has the second highest rate of provision of community centre space.
- All facilities held a negative net financial result over the 2019-20 financial year, ranging from -\$5,970 (Glenorie Community Centre) to -\$34,460 (Galston Community Centre).
- **Galston Library** is by far the smallest in Hornsby Shire, and well below the size suggested by the standards.
- **Galston Community Centre** is located on a large lot and set back from the street frontage. It is adjacent to the Galston K U Children's Services and Galston Public School and close to the local shops. There would be capacity to co-locate the library on this site.
- The **Dural and District Historical Society building** is located on Crown land and used for a single purpose. It is located adjacent to Galston Recreation Reserve and Galston Pool one kilometre from Galston village.
- **Arcadia Community Centre** is well located next to the Arcadia Public School, but is relatively large to serve a local community of 1,300 people.
- **Glenorie Community Centre** currently has no regular users. It is located approximately 800 metres from the Pavilion Function Room in Les Shore Reserve, which is operated by The Hills Shire Council and seats up to 60 people. There is also an RSL Club in Glenorie, which contains a function room capable of seating up to 120 people.
- **Wisemans Ferry Community Centre** is the only community space serving the relatively isolated community. Community facilities in remote villages such as Wisemans Ferry play an important role in emergency response and management.

## Strategies

Key strategies for the North Western district are:

No.	Strategies	Timing
	<p>Create a multipurpose <b>Galston District Hub</b> of combined library (250sqm) and existing community facility floorspace at Galston Community Centre through:</p> <ul style="list-style-type: none"> <li>re-locating and expanding the library with the existing Galston Community Centre</li> <li>configuring the community centre floorspace, ensuring it provides maximum space for community gatherings and one meeting room (at a minimum)</li> <li>reviewing functionality and design of outdoor areas and open space in order to improve indoor-outdoor connectivity and functionality of the site.</li> </ul> <p>The close proximity of Arcadia Community Centre should also be considered for any complementary or shared services. Subject to detailed consultation with the local community and regular users, the hub should include library space in the order of 250 sqm and multipurpose community space of 500-600sqm. Shared spaces and multipurpose areas could enhance the optimal use of floorspace in the facility.</p>	Short term and ongoing
1	<p>Actively monitor, manage and promote <b>Glenorie Community Centre</b> to increase the number of hirers and improve the net operating result.</p> <p>Review the strategic direction in three to five years' time, following integration of keyless entry and new booking system</p>	Short term
2	<p>Actively monitor, manage and promote <b>Arcadia Community Centre</b> to increase the number of hirers and improve the net operating result.</p> <p>Review the strategic direction in three to five years' time, following integration of keyless entry and new booking system.</p>	Long term
	<p>Work with the <b>Dural and District Historical Centre</b> to investigate their best option for a location.</p> <p>Consider the suitability of space for the specific uses of the historical centre, such as appropriate display, storage and access arrangements.</p>	Long term

## Southern district

### District population

#### Southern District

2020 = 65,295

2040 = 73,120

South Eastern sub-district

2020 = 36,531

2040 = 41,173

South Western sub-district

2020 = 28,764

2040 = 31,947

### Existing libraries

Library	GFA sqm	Age	Condition rating	3 year visitor average (per annum)	10 year asset cost (\$)
Pennant Hills Library	560	21 (1999)	2	194,738	407,111

### Existing community and cultural centres

Facility	GFA sqm	Condition rating	Regular user groups		Operating balance 2019-20 (\$)	Scheduled and reactive maintenance 2019-20 (\$)	Net financial result 2019-20 (\$)	10 year asset cost (\$)
			No.	%				
<i>South Eastern sub-district</i>								
Beecroft Community Centre	370	2	6	32%	-4,456	-13,994	-18,450	613,753
Cheltenham Oval Multipurpose Meeting Space*	62	N/A	N/A		N/A	N/A	N/A	N/A
Hawkins Hall, Thornleigh	69	2	4	16%	+3,726	-3,859	-133	256,786
Pennant Hills Community Centre	1,489	2	31	63%	+36,909	-119,975	-83,066	892,037
Pennant Hills Leisure and Learning Centre	166	3	16	38%	+2,014	-9,604	-7,590	401,693
Thornleigh Community Centre	580	3	6	31%	+8,308	-14,368	-6,060	510,494
<i>South Western sub-district</i>								
Cherrybrook Community Centre (Greenway Park)	1,354	2	20	46%	+76,728	-39,791	+36,937	1,892,339

\* Cheltenham Oval Multipurpose Meeting Space was delivered in 2019 – limited information was available as this Plan was being prepared.  
Note: Pennant Hills Community Centre scheduled and reactive maintenance includes Pennant Hills Library

## Existing and projected library provision

Based on NSW State Library standards alone, there is a current and project undersupply in library floorspace.

Library	GFA (sqm)	2020 provision standard (to nearest 100)	2040 provision standard (to nearest 100)	Other considerations	Recommendation
Pennant Hills Library	560	2,400sqm	2,700sqm	<ul style="list-style-type: none"> <li>Planning for Cherrybrook SP progressing</li> <li>Proximity to Castle Hill Libraries (The Hills Shire Council), Epping Library (City of Parramatta Council) and Gordon Library (Kuring-gai Council)</li> <li>Limited land area available in Pennant Hills town centre</li> </ul>	<ul style="list-style-type: none"> <li><b>1,000sqm</b> Pennant Hills Library, co-located with Pennant Hills Community Centre</li> <li><b>1,000sqm</b> Cherrybrook Library, co-located with community facility floorspace</li> </ul>

## Existing and projected community facility floorspace

Based on quantified standards alone:

- Current and projected undersupply of village level floorspace
- Current and projected undersupply of district level floorspace
- Regional level floorspace to contribute to regional community floorspace in HTC multipurpose community centre.

### *South Eastern sub-district:*

- Current and projected adequate supply of village level floorspace
- Current and projected under supply of district level floorspace

### *South Western sub-district:*

- Current and projected undersupply of village level floorspace
- Projected undersupply of district level floorspace



Facility	Size sqm	2020 provision (adequate / short)	2040 provision (adequate / short)	Other considerations	Recommendation
<i>South Eastern sub-district</i>					
<b>Village (20sqm/1,000 people)</b>					
Beecroft Community Centre	370	Need: 731sqm	Need: 824sqm	<ul style="list-style-type: none"> <li>Dispersed across the district</li> </ul>	<ul style="list-style-type: none"> <li>No size increases</li> <li>No rationalization</li> <li>No new facilities</li> </ul>
Cheltenham Oval Multipurpose Meeting Space	62	Supply: +516sqm	Supply: +4245sqm		
Hawkins Hall, Thornleigh	69				
Thornleigh Community Centre	580				
Pennant Hills Leisure and Learning Centre	166			<ul style="list-style-type: none"> <li>Proximity to Pennant Hills Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>Relocate users to Pennant Hills Community Centre</li> </ul>
<b>District (45sqm/1,000 people)</b>					
Pennant Hills Community Centre	1,489	Need: 1,644sqm  Shortfall: -155sqm	Need: 1,853sqm  Shortfall: -364sqm	<ul style="list-style-type: none"> <li>Planning for Cherrybrook SP progressing</li> <li>Contributing to Southern district network</li> <li>Limited land area available in Pennant Hills town centre</li> </ul>	<ul style="list-style-type: none"> <li>Maximise use of the existing community facility, co-located with Pennant Hills Library</li> </ul>
<i>South Western sub-district</i>					
<b>Village (20sqm/1,000 people)</b>					
None	0	Need: 575sqm  Shortfall: -575sqm	Need: 639sqm  Shortfall: -639sqm	<ul style="list-style-type: none"> <li>Planning for Cherrybrook SP progressing</li> <li>Contributing to Southern district network</li> </ul>	<ul style="list-style-type: none"> <li>No size increases</li> <li>No rationalization</li> <li>No new facilities</li> </ul>
<b>District (45sqm/1,000 people)</b>					
Cherrybrook Community Centre (Greenway Park)	1,354	Need: 1,294sqm  Supply: +60sqm	Need: 1,438sqm  Shortfall: -83sqm	<ul style="list-style-type: none"> <li>Planning for Cherrybrook SP progressing</li> <li>Contributing to Southern district network</li> </ul>	<ul style="list-style-type: none"> <li><b>300sqm</b> multipurpose community space, with Cherrybrook Library</li> </ul>
<i>Southern district</i>					
<b>Village</b>	1,278	Need: 1,306sqm  Shortfall: -98sqm	Need: 1,462sqm  Shortfall: -215qm	<ul style="list-style-type: none"> <li>See above</li> </ul>	<ul style="list-style-type: none"> <li>See above</li> </ul>

<b>District</b>	2,843	Need: 2,938sqm Shortfall: -95sqm	Need: 3,290sqm Shortfall: -447sqm	• See above	• See above
<b>Regional</b>	N/A	Need: 979sqm Shortfall: -979sqm	Need: 1,097sqm Shortfall: -1,097sqm	• N/A	• Provided in Hornsby regional multipurpose community centre

### Other relevant Council facilities

#### *South Eastern sub-district*

- 3 Ramsay Road building in Pennant Hills, currently leased by Lifestart Co-operative
- Thornleigh Brickpit Indoor Sports Stadium.

#### *South Western sub-district:*

- Greenway Park Early Childhood Education Centre, located adjacent to the Cherrybrook Community and Cultural Centre

### Key non Council facilities in or near the district

#### *South Eastern sub-district:*

- Pennant Hills Public School
- St Agatha's Catholic Primary School, Pennant Hills
- Epping Community Centre
- Epping Creative Centre
- Epping Leisure and Learning Centre
- Roselea Community Centre
- West Epping Community Centre

#### *South Western sub-district:*

- Baulkham Hills Library
- Castle Grand Community Centre
- Castle Hill Library
- Cherrybrook Technology High School
- John Purchase Public School, Cherrybrook
- Tangara School for Girls

## Analysis

### *South Eastern sub-district:*

- The changing cultural mix in this district is resulting in the need for space for large family gatherings, as well as activities for seniors from culturally diverse backgrounds.
- All facilities (for which data was available) held a negative net financial result over the 2019-20 financial year, ranging from -\$130 (Hawkins Hall) to -\$83,100 (Pennant Hills Community Centre).
- **Cheltenham Multipurpose Meeting Space** is provided within the Cheltenham Oval sports complex. The new community building (2019) contains spaces available for community hire, as well as spaces which sporting activities, such as home and away team, as well as referee, shower and changing rooms and sport equipment storage spaces. It is an example of community spaces being provided in conjunction with parks and sporting spaces, and wider community access to what has traditionally been considered sports club infrastructure.
- The use of **Beecroft Community Centre** is growing and its accessibility has been increased through a recent parking upgrade.
- **Pennant Hills Community Centre and Library** are in high demand, partly as they are located in a shopping centre and with reasonable parking and public transport. Pennant Hills Community Centre has a large number of users.
- For a small centre, **Pennant Hills Leisure and Learning Centre** has a large number of regular users during the day. It also duplicates the functions of the nearby Community Centre.
- **Thornleigh Community Centre** has a number of regular hirers. It is available for casual hire for high risk events, so is popular for large private functions.
- **Hawkins Hall** is used regularly for playgroups, children's activities and on a casual basis for children's parties.

### *South Western sub-district:*

- This is the only district without a library. However, the district is served by the Pennant Hills and Hornsby Central Libraries in the Hornsby Shire, as well as Castle Hill Library in The Hills Shire .
- Cherrybrook Community and Cultural Centre returned a positive net financial result over the 2019-20 financial year (+\$36,940).
- The **Cherrybrook Community and Cultural Centre/Greenway Park** is a large and extremely well used multipurpose centre, co-located with the Greenway Park Early Childhood Education Centre, Cherrybrook Aquatic Centre and the hub of other recreation facilities at Greenway Park. In many ways the Centre is a model for other multipurpose community centres in the local government area.
- In consultation for the preceding Plan, regular users of the Centre feel the facility has a high level of amenity and accessibility.

## Strategies

Key strategies for the Southern district are:

No.	Strategies	Timing
South Eastern sub-district		
1	<p><b>Pennant Hills Community Centre and Library</b> should include a 1,000sqm library space and multipurpose space of up to 1,500sqm (approximate current size). The delivery should focus on:</p> <ul style="list-style-type: none"> <li>increasing the amount of library space</li> <li>maintaining the amount, but enhancing the capacity of the existing community centre floorspace</li> <li>improving connections between the library and community spaces</li> <li>creating an expanded foyer area, where community members can meet informally as a 'community living room'</li> <li>providing indoor-outdoor connections</li> <li>providing co-working spaces (subject to feasibility)</li> <li>improving the relationship to neighbouring open space.</li> </ul> <p>Produce a site masterplan, including all available nearby land. The planning process for the expansion and enhancement should include detailed consultation with regular community users of the Leisure and Learning Centre so that their needs are incorporated into the design</p>	Medium term
2	<p>Consolidate the users and services of the <b>Pennant Hills Leisure and Learning Centre</b> into to the Pennant Hills Community Centre and Library, utilising funds from its disposal towards expansion costs.</p>	Long term
	<p>Actively monitor, manage and promote <b>Thornleigh Community Centre</b> and <b>Hawkins Hall</b> to increase the number of casual and regular hirers.</p> <p>Review the strategic direction for these centres three to five years following the delivery of expanded and new district hubs in the Southern District</p>	Ongoing
South Western sub-district		
4	<p>Deliver a district level hub, with a <b>1,000sqm library and 300sqm multipurpose community space</b>.</p> <p>Spaces in the hub should address current gaps in facilities in the Southern district, including:</p> <ul style="list-style-type: none"> <li>study rooms</li> <li>a flexible larger space for community gatherings, which can be converted into smaller spaces</li> <li>indoor-outdoor connections.</li> </ul>	Ongoing
3	<p>If plans are significantly delayed, investigate <b>alternative options for community access to larger community spaces</b> (up to 300sqm, based on district level floorspace need). Council should be guided by the guiding principles of this Strategy regarding potential alternative options.</p> <p>Council can act as a 'space broker' for the South Western sub-district community, collating a list of hireable private options for community members to access. Council should also consider entering into a contractual agreement with a private agency or agencies who own larger spaces in the district (possibly as a commercial tenant), to directly provide and manage a space for community hire and use.</p>	Ongoing







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## Appendix A: Demographic figures

### Current and forecast population

Source: Profileid data, 2019													
				2020		2040		Change (no)			Change (%)		
Central district													
Asquith				3,663			8,900			5,237			143%
Hornsby suburb				23,024			33,241			10,217			44%
Hornsby Heights				463			8%			463			8%
Mount Colah/Mount Kurring-gai				1,865			20%			1,865			20%
Normanhurst				117			2%			117			2%
Wahroonga				1,060			24%			1,060			24%
Waitara				3,508			59%			3,508			59%
Subtotal				65,420			83,817			18,397			28%
Berowra				4,910		5,238		328			7%		
Berowra Heights	North Eastern			6,562			6,524			-38			-1%
Rural Balance													
Brooklyn				669			693			24			4%
Subtotal				12,010			12,502			492			4%
Arcadia - North Western Rural				4,018		6,214		2,196			55%		
Dural				5,611			6,267			656			12%
Galston-Middle Dural				3,456			4,326			870			25%
Subtotal				13,204			14,662			1,458			11%
Beecroft-Cheltenham				9,105		11,180		2,075			23%		
North Epping				4,706			4,858			152			3%
Pennant Hills				7539			9129			1,590			21%
Thornleigh				8736			10650			1,914			22%
Westleigh				4,608			4,743			135			3%
Subtotal				36,531			41,173			4,642			13%
Castle Hill				5,890		5,618		-272			-5%		
Cherrybrook				19,770			20,889			1,119			6%
West Pennant Hills				4,115			4,815			700			17%
Subtotal				28,764			31,947			3,183			11%
Southern district				65,295		73,120		7,825			12%		
Hornsby Shire				155,929		184,101		28,172			18%		

## Age groups

Source: Profileid data. 2019

Age groups (years)	0-4	5-14		15-19		20-24			25-44		45-64		65-84		85+	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Central district																
Asquith	218	6	480	12	299	8	258	7	773	20	1,150	30	649	17	69	2
Hornsby suburb	1,771	7	2,842	12	1,215	5	1,378	6	8,390	34	5,740	23	2,073	11	435	2
Hornsby Heights	397	6	1,024	16	498	8	369	6	1,413	22	1,704	26	961	15	76	1
Mount Colah/Mount Kuring-gai	614	6	1,420	14	601	6	625	6	2,845	28	2,767	28	1,097	11	89	1
Normanhurst	301	5	813	15	533	10	312	6	1,129	20	1,422	25	811	15	268	5
Wahroonga	285	6	676	14	280	6	212	4	1,080	22	1,144	24	681	14	372	8
Waitara	659	9	964	13	218	3	312	4	3,300	43	1,244	16	768	10	189	2
Berowra	324	7	759	16	356	7	324	7	1,191	24	1,423	29	463	9	55	1
Berowra Heights-North Eastern Rural Balance	391	6	1,010	16	431	7	314	5	1,492	23	1,768	27	993	15	66	1
Brooklyn																
Brooklyn	24	4	52	8	40	6	38	6	107	16	232	36	151	23	6	1
Arcadia - North Western Rural	218	6	480	12	299	8	258	7	773	20	1,150	30	649	17	69	2
Dural	309	5	839	15	402	7	351	6	1,227	21	1,573	27	906	16	124	2
Galston-Middle Dural	185	5	486	14	255	7	179	5	740	21	947	26	653	18	139	4
South-eastern sub-district																
Beecroft-Cheltenham	547	5	1,549	15	713	7	629	6	2,143	21	2,645	26	1,718	17	347	3
North Epping	229	5	660	14	388	8	308	7	839	18	1,516	32	688	15	104	2
Pennant Hills	406	5	1,078	14	536	7	563	7	2,088	26	2,176	27	989	12	140	2
Thornleigh	568	6	1,312	15	574	6	537	6	2,385	27	2,350	26	1,076	12	155	2
Westleigh	244	5	623	14	321	7	266	6	894	20	1,226	27	905	20	100	2
South western sub-district																
Castle Hill	197	3	682	12	349	6	310	5	953	16	1,386	23	1,255	21	784	13
Cherrybrook	800	4	2,483	13	1,461	8	1,258	7	3,885	21	5,352	29	2,863	15	577	3
West Pennant Hills	253	6	649	16	288	7	195	5	1,037	25	1,058	25	618	15	67	2

## Country of birth and born overseas

Source: Profileid data. 2016

Central district								
Asquith	China		United Kingdom		India		1,234	34.8
	190	5.4	165	4.7	129	3.7		
Hornsby suburb	China		India		South Korea		11,217	50.8
	2,625	11.9	1,287	5.8	825	3.7		
Hornsby Heights	United Kingdom		China		India		1,745	28.0
	463	7.4	167	2.7	108	1.7		
Mount Colah/Mount Kunring-gai	United Kingdom		China		India		2,332	26.3
	504	5.7	194	2.2	182	2.1		
Normanhurst	China		United Kingdom		India		1,709	32.2
	280	5.3	268	5.1	165	3.1		
Wahroonga	China		United Kingdom		India		1,758	39.7
	407	9.2	232	5.3	143	3.2		
Waitara	China		India		Iran		3,521	61.2
	782	13.6	601	10.5	289	5.2		
Berowra	United Kingdom		New Zealand		Philippines		1,156	24.2
	365	7.6	104	2.2	68	1.4		
Berowra Heights-North Eastern Rural Balance	United Kingdom		New Zealand		South Africa		1,351	19.3
	518	7.4	106	1.5	57	0.8		
Brooklyn	See above, Berowra Heights-North Eastern Rural Balance							
Arcadia - North Western Rural	United Kingdom		Italy		New Zealand		746	19.1
	189	4.8	78	2.0	67	1.7		
Galston-Middle Dural	United Kingdom		New Zealand		South Africa		657	19.5
	187	5.6	53	1.6	43	1.3		
Dural	United Kingdom		China		South Africa		1,736	31.7
	277	5.1	176	3.2	158	2.9		
Beecroft-Cheltenham	China		United Kingdom		India		2,857	32.4
	682	7.7	369	4.2	217	2.5		
North Epping	China		India		United Kingdom		1,453	32.2
	252	5.6	154	3.4	146	3.2		
Pennant Hills	China		United Kingdom		India		2,757	37.7



	511	7.0	287	3.9	281	3.9		
Thornleigh	China		United Kingdom		India		2,802	33.0
	468	5.5	353	4.2	257	3.0		
Westleigh	United Kingdom		China		India		1,319	29.5
	320	7.2	150	3.4	94	2.1		
South Western sub-district								
Castle Hill	China		United Kingdom		India			
	338	5.9	297	5.2	237	4.2	2,265	39.7
Cherrybrook	China		India		United Kingdom			
	1,214	6.5	1,202	6.5	850	4.6	8,848	47.5
West Pennant Hills	China		United Kingdom		India		1,181	29.9
	188	4.8	174	4.4	123	3.1		
							52,642	36.9

## Proficiency in English

Source: Profileid data, 2016

	Speaks English only		Speaks English well, with other language/s		Does not speak English well, with other language/s		Not stated		
	No.	%	No.	%	No.	%	No.	%	
Asquith	2,361	67	892	25	157	4	125	4	
Hornsby suburb	10,299	47	8,741	40	2,061	9	969	4	
Hornsby Heights	5,034	80	962	15	131	2	136	2	
Mount Colah/Mount Kunring-gai	7,089	80	1,356	15	179	2	202	2	
Normanhurst	3,773	71	1,205	23	171	3	155	3	
Wahroonga	2,807	63	1,211	27	229	5	178	4	
Waitara	2,001	35	2,859	50	597	10	296	5	
North Eastern district									
Berowra	4,054	85	536	11	55	1	106	2	
Berowra Heights-North Eastern Rural Balance	6,223	89	509	7	40	1	207	3	
Brooklyn	See above, Berowra Heights-North Eastern Rural Balance								
Arcadia - North Western Rural	3,148	81	434	11	65	2	228	6	
Dural	3,949	72	1,215	23	137	2	162	3	
Galston-Middle Dural	2,916	87	314	9	45	1	79	2	
Beecroft-Choltenham	5,922	67	2,179	25	361	4	369	4	
North Epping	3,099	69	1,116	25	173	4	133	3	
Pennant Hills	4,691	64	2,032	28	360	5	215	3	
Thornleigh	5,863	69	2,013	24	379	4	278	3	
Westleigh	3,513	79	741	17	95	2	101	2	
Castle Hill	3,170	56	1,676	29	217	4	648	11	
Cherrybrook	10,385	56	7,006	38	859	5	424	2	
West Pennant Hills	2,861	72	880	22	145	4	94	2	

Source: Profileid data. 2019

Source: Profileid data. 2019

# NEED HELP?

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

	No.	%	No.	%	No.	%	No.	%	No.	%
This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9847 6666 on your behalf to contact Hornsby Shire Council. Council's business hours are Monday to Friday, 8.30am-5pm.	22	209	9	528	23	96	4			

Hornsby suburb 3,304 3

需要帮助吗?

需要帮助吗?	Hornby Heights	1,000	48	532	25	175	8	278	13	32	2
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Mount 1,658 50 792 24 250 8 446 13 41 1  
 本文提供重要的信息。如果您有不理解之处，请致电 131 450联系翻译与传译服务中心。请他们代您致电  
 9847 6669联系Hornsby郡议会。郡议会工作时间为周一至周五，早上8:30 - 下午5点。

Mount 1,658 50 792 24 250 8 446 13 41 1  
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 9847 6669 联系 Hornsby 郡议会。郡议会工作时间为周一至周五，早上 8:30 - 下午 5 点。

# Chinese Traditional

需要幫助嗎？

需要幫助嗎?	652	44	320	22	149	10	264	18	31	2
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本文件包含了重要的信息。如果您有不理解之處，請致電131 450聯繫翻譯與傳譯服務中心。請他們代您致電9847 6666聯繫Hornsby郡議會。郡議會工作時間為周一至周五，早上8:30 - 下午5點。

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# German Berowra

# Heights-North Brauchen Sie Hilfe?

Heights-North  
Brauchen Sie Hilfe?

Dieses Dokument enthält wichtige Informationen. Wenn Sie es nicht verstehen, rufen Sie bitte den Übersetzer- und Dolmetscherdienst unter 131 450 an. Bitten Sie ihn darum, für Sie den Hornsby Shire Council unter der Nummer 9847 6666 zu kontaktieren. Die Geschäftszeiten der Stadtverwaltung sind Montag bis Freitag, 8.30-17 Uhr.

Dieses Dokument enthält wichtige Informationen. Wenn Sie es nicht verstehen, rufen Sie bitte den Übersetzer- und Dolmetscherdienst unter 131 450 an. Bitten Sie ihn darum, für Sie den Hornsby Shire Council unter der Nummer 9847 6666 zu kontaktieren. Die Geschäftszeiten der Stadtverwaltung sind Montag bis Freitag, 8.30-17 Uhr.

# Hindi

क्या आपने सहायता की आवश्यकता है?

क्या आपको सहायता की आवश्यकता है?	45	483	26	142	8	274	15	29	2
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इस न्यायवाज में महत्वपूर्ण जानकारी दी गई है। यदि आप इसे समझ न पाएँ, तो कृपया 131 450 पर अनुवाद और दुभाषिया सेवा को कॉल करें।  
 उनसे हॉन्सबी शायर काउंसिल से संपर्क करने के लिए आपकी ओर से 9847 6666 पर फोन करने का निवेदन करें। काउंसिल के कार्यकाल का समय सोमवार से शक्रवार, सुबह 8:30 बजे-शाम 5 बजे तक है।

इस न्याय क्षेत्र में महत्वपूर्ण जानकारी दी गई है। यदि आप इसे समझ न पाएँ, तो कृपया 131 450 पर अनुवाद और दुभाषिया सेवा को कॉल करें।  
उनसे हॉर्नबी शायर काउंसिल से संपर्क करने के लिए आपकी ओर से 9847 6666 पर फोन करने का निवेदन करें। काउंसिल के कार्यकाल का समय सोमवार से शक्रवार, सबह 8:30 बजे-शाम 5 बजे तक है।

# Korean

도움 North Epomd

도	North	East	South	West	Central	South	West	Central	South	West	Central
도	North	East	South	West	Central	South	West	Central	South	West	Central
도	North	East	South	West	Central	South	West	Central	South	West	Central

Pennant Hills	1,231	45	613	22	198	7	507	19	80	3
본 문서에는 중요한 정보가 포함되어 있습니다. 이해가 되지 않는 내용이 있으시면, 통역번역서비스(Translating and Interpreting Service)로 전화하셔서(131 450번) 귀하를 대신하여 혼즈비 서 카운트에 전화(9847 6666번)를 걸어										
Thornleigh	1,316	46	664	23	254	9	497	17	65	2
달라요 연락하십시오. 위문술의 업무시간은 월요일~금요일 오전 8시 30분~오후 5시입니다.										
Westleigh	784	49	467	30	89	6	175		13	1

Pennant Hills	1,231	45	613	22	198	7	507	19	80	3
본 문서에는 중요한 정보가 포함되어 있습니다. 이해가 되지 않는 내용이 있으시면, 통역번역서비스(Translating and Interpreting Service)로 전화하셔서(131 450번) 귀하를 대신하여 혼즈비 서 카운슬에 전화(9847 666번)를 걸어										
Thornleigh	1,316	46	664	23	254	9	497	17	65	2
달리도 연락하십시오. 위문서의 발송일은 월요일, 금요일 오전 8시 30분~오후 5시입니다.										
Westleigh	784	49	467	30	89	3	75	13		1

## South western sub-district

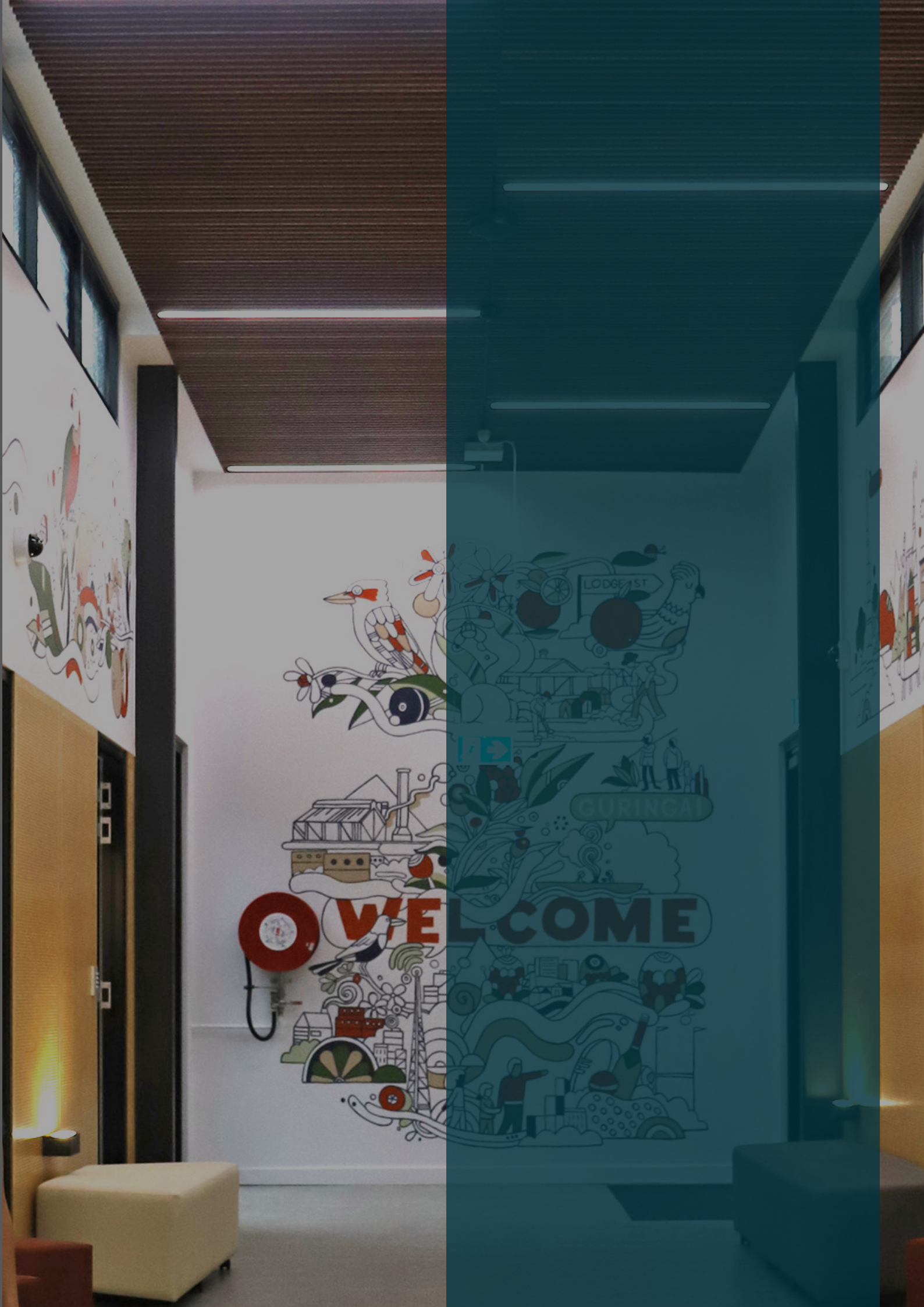
Castle Hill 7

Barangay	Male	Female	Total
Castle Hill	773	38	445
Kailangan ng tulong?	22	78	4
	633	31	15
			1

West Pennant Hills 674 48 336 24 111 8 225 16 17 1  
Hornsby Shire 23,276 44 12,811 24 4,204 8 9,872 18 1,154 2

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**Office hours:** Please check the website for the latest opening hours for the Customer Service Centre and Duty Officer.

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