

# ARTS AND CULTURAL PLAN 2024-2029

Art and creativity inspire and connect our community

[hornsby.nsw.gov.au](https://hornsby.nsw.gov.au)



# CONTENTS

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Connections to Country .....	3
Message from the Mayor .....	4
Summary.....	6
Overview .....	10
The Role of Council .....	12
Strategy Framework .....	14
Our Creative Community – A Snapshot .....	18
What you told us .....	22
Our Vision .....	26
Focus Areas .....	28
Actions.....	32
Appendices .....	37

# CONNECTIONS TO COUNTRY

The area now known as Hornsby Shire is unique in its placement within the landscape with natural features differing from those that surround and beyond. The meandering ridge lines extending from the south, north-west and north-east, meet here at Hornsby Shire and expose its importance within the cultural landscape as a junction for these once heavily occupied travel routes.

An extremely important resource for all Mobs traversing across Country for business, ceremony or family obligations and responsibilities. From the ocean shores of Brooklyn, abundant in edible sea life and favourably utilised for its tasty treasures, to the rainforest covered gullies with constant supplies of native edible vegetation, grazing marsupials and rock shelters contribute to the uniqueness of this region.

The Darug and GuriNgai Peoples have protected and respected this area since time began. Sacred sites were etched into the sandstone by our Creator Ancestors about cultural knowledge, lore and law of Country, community, astronomy and weather patterns, to name only a few.

These are scattered strategically throughout this landscape and are still utilised today for ceremonies, celebrations, and Family gatherings and to pass cultural knowledge onto the next generations. For the Darug and GuriNgai Peoples, this region is still alive and thriving from a cultural perspective. Despite the ever-growing demands for development and community infrastructures, the Hornsby Shire has lush and vibrant bushland areas, fresh and saltwater estuaries and breath-taking visual aspects across Country allowing us the ability to continue cultural practices, share cultural beliefs and expand on our relationship and connection with our Country. The Darug and GuriNgai Peoples will continue to care for and respect Country.

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

**Tracey Howie,**

*Local bloodline descendant*



**Ana Rubio, *The land that time forgot***

# MESSAGE FROM THE MAYOR

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**The arts enrich us as individuals and as a community by contributing to our health and wellbeing as well as to our broader education and emotional understanding of people and the things around us. As our community grows and changes, we must make space for arts and creativity and value our artists and their processes.**

The arts enrich us as individuals and as a community by contributing to our health and wellbeing as well as to our broader education and emotional understanding of people and the things around us. As our community grows and changes, we must make space for arts and creativity and value our artists and their processes.

Our aim for the Shire is that the area is not only recognised for its natural environment, but also for its distinct vibrant arts and creative opportunities and unique cultural experiences. By supporting a diverse range of artistic expressions, local government can build a sense of belonging and pride among residents. Cultural events, festivals, and public art installations contribute to the shared identity of a community, fostering social connections and a sense of place.

As a four-year commitment, this Plan is a framework to realise the future we desire and fulfill the creative and cultural potential of the Shire. Our vision is strong: we will foster vibrant and inclusive creative communities, showcasing our diverse stories through cultural events and activations. We will ensure that opportunities abound for our emerging and established talent, and draw inspiration from our stunning landscapes. We will also acknowledge and value the voices, culture and living heritage of the Traditional Custodians upon whose land we stand.

Arts and culture are significant contributors to local employment, community wellbeing, pride of place, tourism and economic development. The Arts and Cultural Strategy is a key to realising our vision, and strengthening the Shire's cultural, social, economic and environmental aspirations.

This 2024-2028 Arts and Cultural Plan for Hornsby Shire builds upon our strengths, assets and community aspirations. It will ensure that Council's investment in arts and culture is strategic, prudent and effective.

My thanks to the many community members who have supported and contributed to this Strategy. Their input has been invaluable.

A handwritten signature in black ink that reads "Philip Ruddock". The signature is written in a cursive, flowing style.

**Philip Ruddock AO  
Mayor, Hornsby Shire Council**

Elliott Routledge, *Wriggle River*, mural



# SUMMARY

## The Arts and Cultural Plan provides a framework and a set of actions to build a rich cultural life in the Hornsby Shire and maximise the community's engagement with arts and culture.

The Plan was developed through broad community consultation, and through reviewing Council's current priorities and plans to ensure strong alignment. Interviews and group discussions were supplemented with a community-wide survey. There were 500 responses to the survey – including over 100 from individuals who are actively involved in the arts and creative industries in the Hornsby Shire. A number of clear messages emerged from the community consultation.

- The need for spaces for the arts to flourish, and for the community to engage with arts and cultural activity
- Opportunities to activate the Hornsby Shire through arts and culture
- The importance of supporting our creative and cultural community
- The need to support arts and cultural activity with strong communications and promotion
- The value placed on the Hornsby Shire's diverse, multicultural nature and rich heritage

The Plan was also informed by reviewing the arts and cultural plans of neighbouring local governments, and considering the current priorities of State and Federal Government in cultural planning.

The Arts and Cultural Plan presents a summary of key findings from the consultation, followed by a high-level Vision, and a set of focus areas to fulfil the Vision. A five-year Action Plan illustrates how the strategies can be implemented.



Coronation Street, Fintan Magee, *untitled*, mural

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## From Arts to Culture

**The Arts** are the physical results of our creative impulse. The various art forms represent an outlet for creative expression which is both influenced by our culture and, in turn, influences it.

**Culture** is how we express who we are, as a member of a group. Through arts activities, festivals and events, through food and traditions - our culture makes us feel connected and welcome, and proud of our home and Hornsby Shire.



Performer, Westside Vibe event



Fintan Magee, untitled, mural

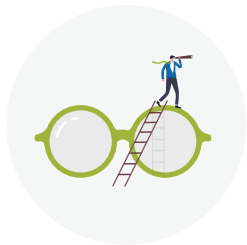


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**71% BELIEVE THAT THE ARTS  
ARE INTEGRAL TO HORNSBY'S  
COMMUNITY LIFE**

# OVERVIEW

The Arts and Cultural Plan aims to encourage a high level of community engagement with arts, culture and creativity; and to support our creative sector.



## OUR VISION

**Art and creativity inspire and connect our community**



## FOCUS AREAS

1. Creating places and spaces for the arts to flourish
2. Activating the Hornsby Hornsby Shire through arts and creativity
3. Supporting our creative community
4. Communicating and connecting to engage our community
5. Celebrating our cultural heritage, identity and diversity



## PRINCIPLES

- A strong relationship with the GuriNgai and Dharug traditional owners
- Connecting with our national environment, our urban areas, and neighbourhoods
- Advancing the role of artists
- Nurturing our local identity and heritage, connecting to our stories
- Activating our places and spaces
- Valuing diversity, equality of access, and inclusion.



Glenda Kent, *Quirky*, 2023 Remagine Art Prize finalist

# THE ROLE OF COUNCIL

Hornsby Shire Council has a key part to play in providing leadership and momentum for the implementation of this five-year Arts and Cultural Plan, via partnerships, programs and services, and advocacy. Council has several roles to play.

Figure 1 | Council's role in supporting arts and culture





1897  
BUTCHERING CO.

W.S. Hales  
Butcher

Premium  
Quality  
meats

Westside Vibe event

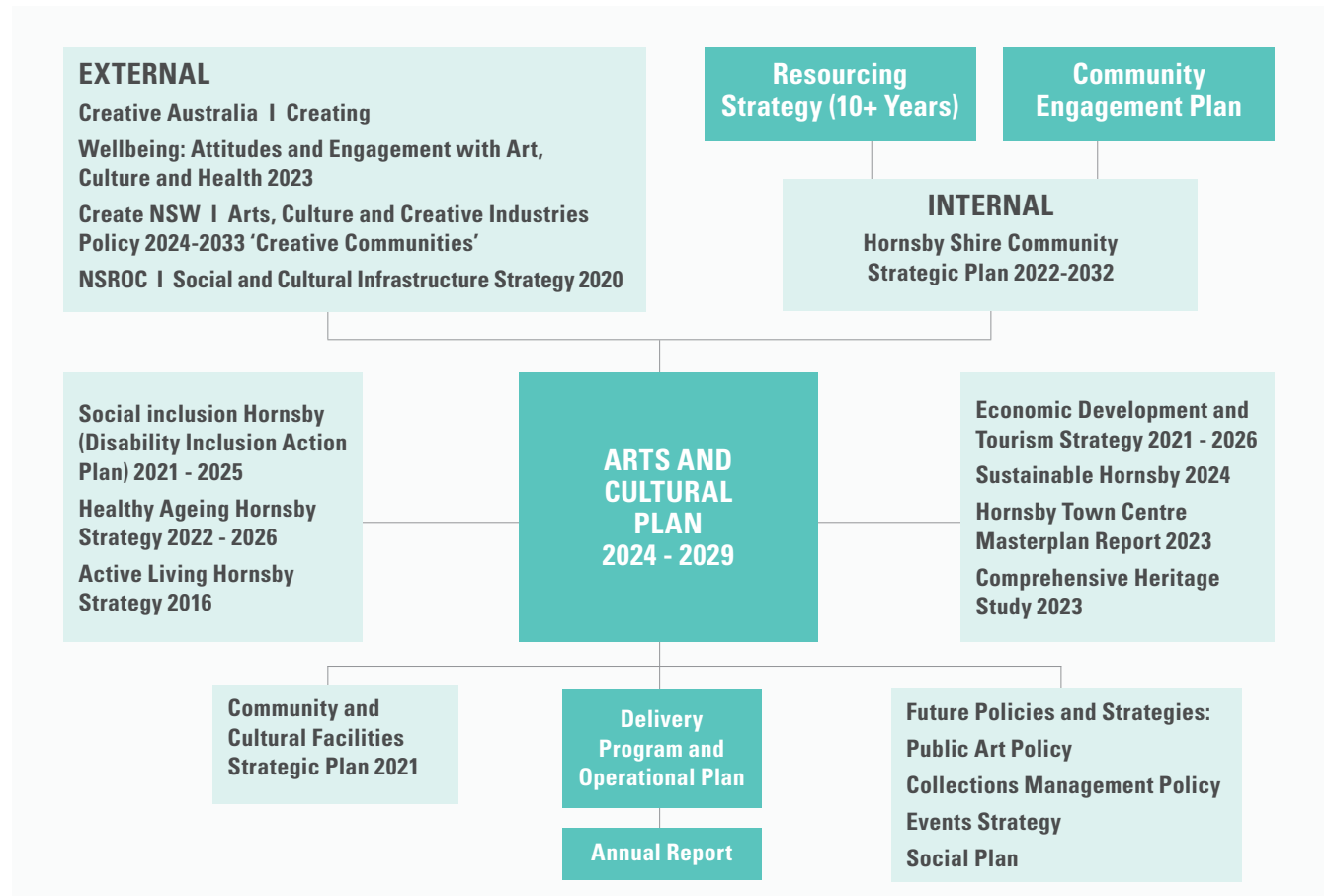
# STRATEGY FRAMEWORK

The Arts and Cultural Plan provides a framework and a set of actions to build a rich cultural life in the Hornsby Shire and maximise the community's engagement with arts and culture.

It has been shaped by consultation with the Hornsby community, and by consideration of broader State and Federal Government policies, such as 'Creative Communities', the NSW Government's Arts, Culture and Creative Industries Policy 2024-2033.

The Plan is also aligned to Hornsby Shire's Community Strategic Plan 2022-2032, and has links to a range of other Council plans and strategies.

Community consultation, a review of Council's existing plans and strategies, and comparison with provision in other LGAs identified a range of strengths, weaknesses, opportunities and challenges for arts and cultural development in the Hornsby Shire. These inform the priorities for the Arts and Cultural Plan.



# STRATEGY FRAMEWORK

## Hornsby Shire Community

### Strategic Plan 2022-2032

- Advocates for the celebration of Aboriginal heritage, and promotion of Indigenous art
- Advocates for a diverse, welcoming, inclusive, and resilient community
- Highlights community enjoyment of outdoor recreation opportunities
- Identifies 'Community facilities and cultural events' and 'Diverse, inclusive and accessible communities' in the top 10 issues
- Identifies priority action of developing a night-time economy in Hornsby Town Centre
- Underscores the synergy between the natural beauty of the area and its arts and cultural offerings
- Recognises that the Hornsby Shire's arts and creative industries may represent a local competitive strength

## Community and Cultural Facilities

### Strategic Plan 2021

- Notes the need for more flexible spaces for hire, bespoke storage solutions, and a clear policy approach to the use of community facilities
- Recognises community centres as spaces where the community comes together, and a perceived need for a high-quality performance venue.
- Notes the need for a new masterplan for the Wallarobba Arts and Cultural Centre cluster of facilities, and the clear delineation of the creative role of Wallarobba from other creative spaces

## Active Living Hornsby Strategy 2016

- Highlights opportunity for public art in landscape design as contributing to a sense of place and local identity
- Highlights the need to recognise and preserve indigenous connections, promoting cultural diversity, inclusivity and paying homage to the region's rich history.
- Highlights the emergence of a new market at Hornsby TAFE offering a mix of fresh food, craft, clothing and art – opportunities for enhancing the Hornsby Shire's appeal as a cultural destination

## Economic Development and Tourism

### Strategy 2021-2026

- Notes the importance of developing vibrant and connected places, with a focus on CBD revitalisation and a stronger night-time economy in the Hornsby Town Centre.
- Highlights potential for a co-working space or business hub facility to support home-based businesses and start-ups
- Identifies potential for growth in the arts and creative industries
- Recommends development of a regional events strategy with signature food and wine and culture-based events

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**78% OF THE COMMUNITY  
AGREED THAT THEY PERSONALLY  
VALUE THE ARTS**





Scott Nagy and Krimsonne, *Reduce/Reuse/Recycle*, mural

# OUR CREATIVE COMMUNITY – A SNAPSHOT

**The Arts and Cultural Plan provides a framework and a set of actions to build a rich cultural life in the Hornsby Shire and maximise the community's engagement with arts and culture.**

## HORNSBY SHIRE

Hornsby Shire, a region of scenic beauty and rich history, is home to the traditional landowners, the Darug and GuriNgai peoples. The Hornsby Shire, covering 460 square kilometres, is a tapestry of two distinct characters. To the north, it boasts large areas of national park, semi-rural landscapes, quaint villages, and the serene Hawkesbury River. In contrast, the south is largely urban, housing all major town centres.

Nearly two-thirds of the Hornsby Shire's land is dedicated to national parks and reserves, contributing to its well-deserved reputation as the "Bushland Shire". Hornsby Shire encompasses two major centres, Hornsby and Pennant Hills, and is home to notable attractions such as Ku-ring-gai Chase National Park, Marramarra National Park, and Berowra Valley Regional Park.

Hornsby Shire has experienced challenges related to a growing and aging population and increased densification. The cultural landscape has also been enriched by a growing Southeast Asian community, which has contributed to new traditions, cuisine, and centres of faith. This cultural shift has led to repurposing old centres of faith, adding a new layer of heritage, and reflecting the evolving beliefs within the Hornsby Shire.

Hornsby Shire has been identified as one of the 'Top Eight' locations for accommodating the State's growing population. The 2023 population of 156,000 is anticipated to increase to 175,000 by 2036.

As the population expands, new or improved community and cultural facilities will be needed to cater to the evolving needs of the residents. This entails exploring opportunities for inclusive

facilities that serve as social, cultural, and economic hubs.

The Hornsby Town Centre Review Project presents an exciting opportunity to discover innovative alternatives for community facilities, further enhancing the Hornsby Shire's appeal as a key growth zone and public transport hub.

## PARTICIPATION IN ARTS AND CULTURE

Residents of the federal electorate of Berowra, which largely overlaps with Hornsby Shire, are active participants in arts and culture<sup>1</sup>. Residents attend cultural events and venues, spanning art galleries, theatre, dance, and music performances.

In Berowra, during 2021-22 63% of the population attended cultural events. Children under 15 years showed even higher involvement, with an average of 82% attending cultural venues or events. The comparative NSW data indicates that Berowra's cultural engagement exceeded average NSW levels in more than half of the activity types assessed<sup>2</sup>.

## OUR CREATIVE SECTOR

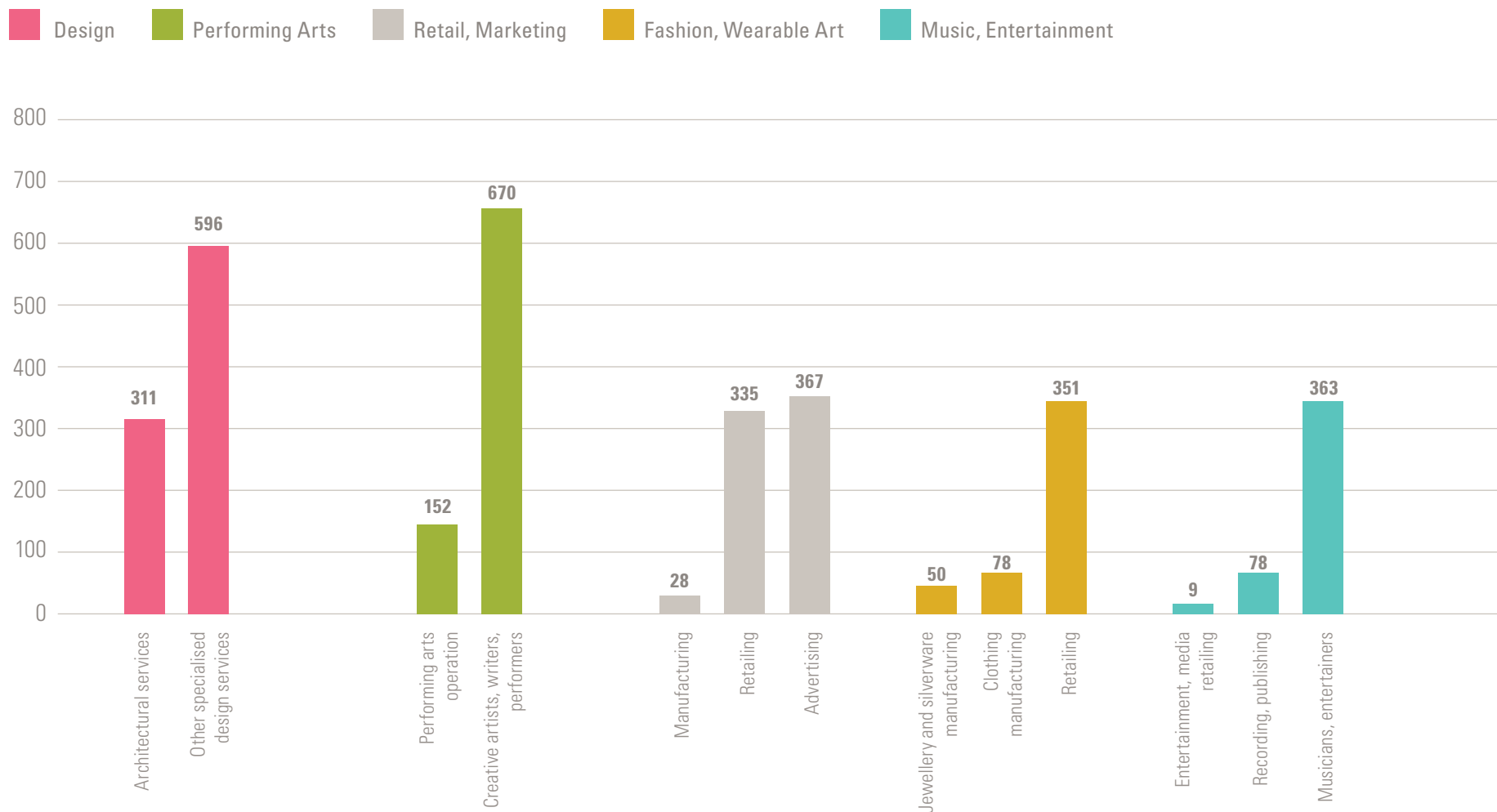
A total of 52,560 businesses are listed in Hornsby LGA<sup>3</sup>, of which 4,344 fall within the creative industries. Creative businesses range from sole traders (70% of the total) to private companies and partnerships. The following chart provides detail of local creative businesses for the top five sectors.



*Amara Zenteno, Little worlds in the waterways, 2023 Hornsby Art Prize finalist*

# OUR CREATIVE COMMUNITY – A SNAPSHOT

Figure 2 | Creative practitioners and businesses in Hornsby Shire LGA



# OUR CREATIVE COMMUNITY – A SNAPSHOT

## CURRENT FACILITIES AND ACTIVITIES

From libraries, to community and cultural centres, scout and guide halls<sup>4</sup>, Hornsby Shire Council hosts a range of community and cultural facilities and activities, some of these include:

### Visual Arts

- The Hornsby Art Society plays a significant role in promoting arts in the Hornsby Shire, and assists Council with events such as the “Remagine” Art Prize and the Hornsby Art Prize
- The Arcadian Artists – based in the rural district of Arcadia, formed over 30 years ago by a small group of local artists, now responsible for the Arcadian Artists Annual Arts Trail
- Ferry Artists – a community-run art gallery in Wisemans Ferry, where local artists can exhibit and sell their work.
- The Cottage in Brooklyn – a community/volunteer run art space
- Wallarobba Arts and Cultural Centre

### Arts Education

- Hornsby TAFE – offering specialisations in graphic design, information technology, visual arts, and ceramics.
- Sydney Art School and Hamley Studio – offering fine art classes and workshops for students of all experience levels
- Studio ARTES – a unique environment for adults with disabilities, offering creative and life programs – a place where individuals can learn a variety of skills, from cooking and gardening to painting, drawing, sculpting, dancing, and playing music.

## Performing Arts

- Hornsby Musical Society – which has been staging musicals since 1958
- Theatre in the Park – dedicated to delivering a quality theatre experience to a diverse audience
- The Gangshow – a theatrical performance by members of Scouts and Guides, providing a performing arts learning opportunity for young people

## Cultural

- Aknoon – an Iranian Australian Cultural Centre based in Hornsby

## WHERE WE CAN IMPROVE

The Wallarobba Arts and Cultural Centre (Wallarobba) is a dedicated arts facility – offering a community art studio, a purpose-built printmaking room, art classes and multiple gallery spaces. While Wallarobba does not have exhibition spaces that meet the accepted standards of a Regional Art Gallery resources have recently been allocated to overall site improvements. There is no professional standard public art gallery in the Hornsby Shire, and an absence of facilities and fewer active organisations in other areas of the arts and creative industries – such as theatre, music, dance, screen and digital arts. Plans are in place to implement suggested rates of provision for various facilities as outlined in the Northern Sydney Regional Organisation of Councils (NSROC) Social and Cultural Infrastructure Strategy.



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**“ A thriving Arts and Culture sector is essential for the health and well-being of any community...The Arts teach us to know ourselves and reveal to us things about life we may feel but are unable to articulate ”**

John Bell, AO, OBE

Performer, Westside Vibe

# WHAT YOU TOLD US

## WHAT YOU TOLD US

In October 2023, community engagement was undertaken to help us understand the nature of the community's engagement with the arts, gather views on current and future arts provision in the Hornsby Shire and increase Council's knowledge of local artists and arts organisations. A community wide survey was issued, with 500 responses received, of which 110 were from individuals closely involved with the arts and creative industries. The survey was supplemented with interviews and group discussions.

- Many residents are unaware of galleries, exhibitions and cultural activities taking place in the Hornsby Shire
- A need for better marketing, promotion, and communication about these locations and events

### **Creative practitioners identified a range of barriers to growth in their business:**

- 50% noted financial constraints as a key barrier: the rising cost of living, increased expenses, public liability insurance, energy bills
- Several specified the lack of suitable or affordable studio/performance space as a significant barrier

### **Connection to and preservation of our 'Bushland Shire':**

- Over 50% of respondents mentioned the importance of a strong connection to the natural environment, including bushland, national parks, and waterways.
- You expressed concerns about the impact of ongoing developments in high-density living on shared community spaces and our local environment.
- You want to see tree canopies protected and ensure continued value of 'our Bushland Shire', key to local tourism.

### **A Hornsby Shire proud of its diversity and Indigenous heritage:**

- You identified cultural inclusivity as a strength of our Hornsby Shire
- You expressed a shared aspiration to fully integrate our expanding new and migrant communities into our cultural fabric, including our Chinese, Indian, and Korean populations.
- You expressed pride in the strong GuriNgai and Dharug heritage of our Hornsby Shire and a desire that this continue to be recognised and celebrated.

### **Improving our facilities and broadening our events:**

- The three top-nominated improvements Hornsby's residents would like to see are:
  - A dedicated, purpose-built, central performing arts venue
  - More concerts, bands, and musical events
  - Enhancements to the visual arts, public art, and galleries.

### **A Vibrant Hornsby:**

- You want to feel proud of where you live.
- You envisage murals and sculpture celebrating arts and culture, bringing colour and life to our Hornsby Shire – in the streets, and on Council and other buildings.
- You are keen to see Hornsby Town Centre enlivened with art.
- You believe there are opportunities for more outdoor events and festivals.
- You raised concerns about the lack of restaurants and the limited night-time activities on offer in the Hornsby Shire
- You suggested working to create opportunities close to home for work in the creative sector and for locals to attend more local events, avoiding the need to travel to Sydney.

# WHAT YOU TOLD US

## Communicating and listening:

- You commented on insufficient promotion resulting in low public awareness of arts and cultural events.
- You would like to see us harness the possibilities of social media and digital platforms to connect with audiences and improve accessibility to arts and cultural events in our Hornsby Shire.

## We value the Arts:

- You acknowledged local arts and cultural groups for their contribution to the vibrant arts scene.
- You expressed a desire for increased focus on celebrating arts and culture in the Hornsby Shire, and improving the skills devoted to marketing and audience development.
- You want to see an expansion of arts development and programming beyond the visual arts to the performing arts and music.

## And we value our artists:

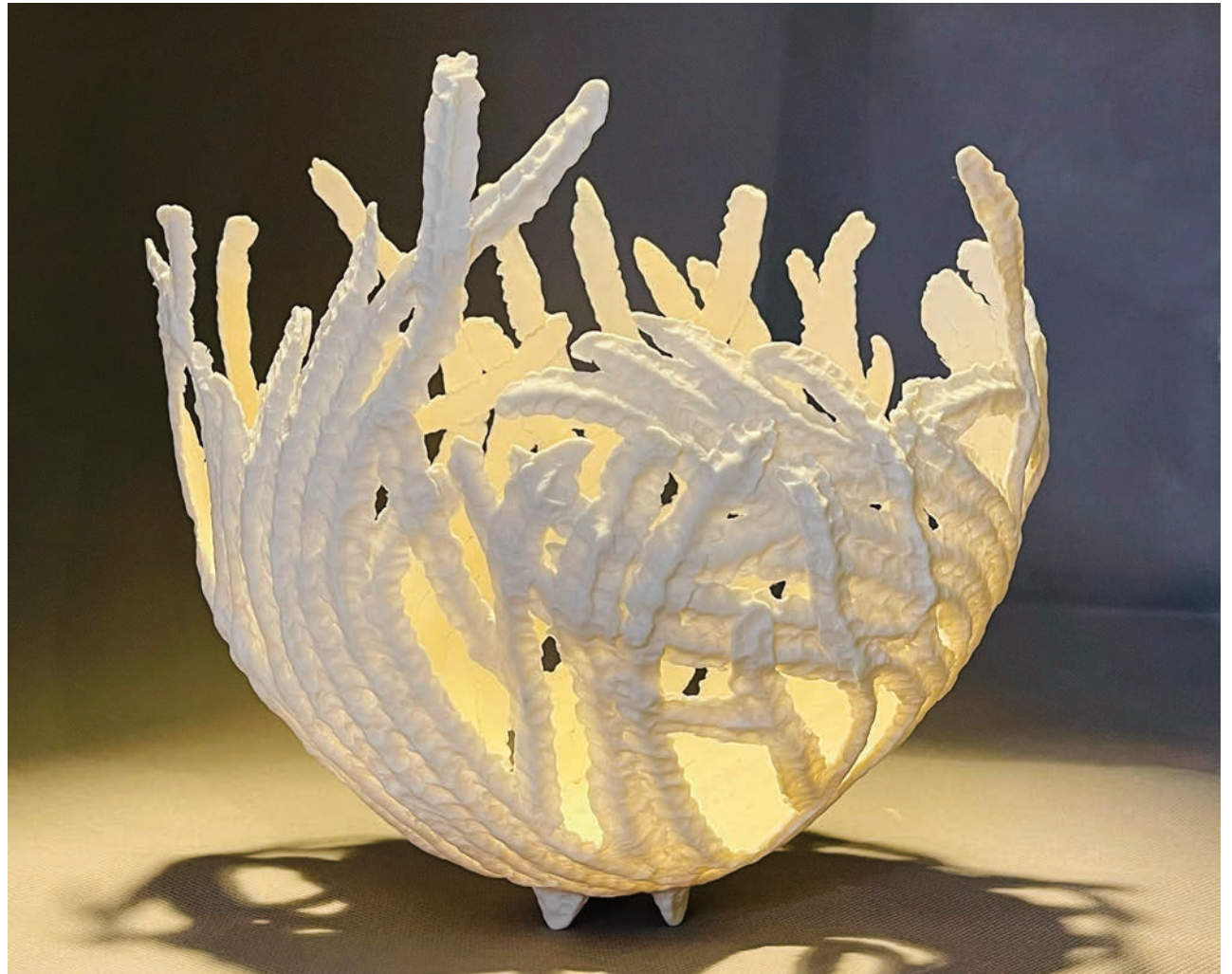
- You acknowledged the strengths of many committed organisations and individuals
- You also highlighted the need to support those who are building their creative practice locally.

## Participation:

- Venues attended outside the Hornsby Shire include:
- The Concourse at Chatswood (54% visited in the last few years)
- Parramatta Riverside Theatres (36%).

Venues attended in the Sydney CBD include:

- 61% have visited the Sydney Opera House in the last few years
- 52% the Art Gallery of NSW
- 46% the State Theatre
- 44% The Capitol Theatre



Gillian Hodes, *Fossil*, 2023 Remagine Art Prize finalist

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**ONLY 21% FELT THERE WAS  
ADEQUATE PROVISION OF  
ARTS AND CULTURE IN THE  
HORNSBY SHIRE**





Jamie Eastwood, *Caring for Dyarubbin Hawkesbury River Nura Country*, mural

# OUR VISION

Arts and culture are enablers of diversity, creativity, healthy and resilient communities, environmental leadership, and strong economies. We will foster vibrant and inclusive creative communities, showcasing our many stories through cultural events and activation.

Artists are intrinsic and fundamental to our Hornsby Shire's future. We will build opportunities for our emerging and established creative talent, and draw inspiration from our stunning natural environment.

A creative environment attracts people, businesses and organisations to invest, create and connect. Our Hornsby Shire will be a lively and welcoming place to participate in arts and culture, and a centre for the emerging and professional creative sector.

We will acknowledge and value the voices, culture and living heritage of the traditional custodians upon whose land we live.

The arts and cultural strengths of our Hornsby Shire will be inspired by the beauty of our natural environment and celebrated in the lifestyles we cherish.

**Art and creativity inspire and connect our community**



**Jennifer Rosnell, *On the way to Dangar Island*,  
2023 Hornsby Art Prize finalist**



Elliott Routledge, *Wriggle River*, mural

# FOCUS AREAS

Our consultation with the community, and benchmarking of regional developments in the arts and creative sector, have highlighted five key focus areas for Hornsby Shire's Arts and Cultural Plan:

1. **Creating places and spaces for the arts to flourish**
2. **Activating the Hornsby Shire through arts and creativity**
3. **Supporting our creative community**
4. **Communicating and connecting to engage our community**
5. **Celebrating our cultural heritage, identity and diversity**

## CREATING PLACES AND SPACES FOR THE ARTS TO FLOURISH

Both in our urban areas and our beautiful bushland and parks there is a need to develop a range of facilities and spaces where art and cultural activity can flourish. This includes facilities for making and for presenting – in the visual and performing arts, in new media and interdisciplinary work. It ranges from modest adaptations of existing infrastructure to new, customised facilities.

All of our investment in facilities needs to reflect the Hornsby Shire's unique situation. Large-scale facilities will not be required when our community has access to such facilities in the Sydney CBD or in neighbouring areas. But small and medium-scale facilities will nurture local creative practice – and provide much-needed opportunities for community interaction and celebration through cultural activity.

## SHORT TERM

In the short-term upgrading the Wallarobba Arts and Cultural Centre site and fully exploiting its potential will support the arts. With modest investment several of our community halls can better support performance and presentation – notably Berowra and Cherrybrook. With improved car parking, power supplies, and adequate amenities Fagan Park and possibly other outdoor spaces can become regular features of our cultural calendar. As well as pop up venues, artist in residence programs and mural walls.

## MEDIUM TERM

In the medium-term the development of Hornsby Town Centre presents an exciting, once-in-a-generation opportunity to address arts infrastructure needs, which will energise our arts and creative sector and enhance cultural life of our community. Both the short and medium-term developments will be informed by detailed feasibility studies to ensure best-value for the community.



Viola Dominello, *Banksia*, 2023 Hornsby Art Prize finalist

# FOCUS AREAS

## ACTIVATING HORNSBY SHIRE THROUGH ARTS AND CULTURE

Public art and integrated artwork can animate our streets and buildings, and add points of interest and focus to our parks and our bushland trails. Well-curated public art enhances the urban aesthetic, contributing to a pleasant, welcoming, up-beat environment. We will seek opportunities to enhance Council buildings and sites, and to encourage commercial developers and others to include artwork in their developments. We will develop a public art policy to provide a clear and consistent framework for future artwork. We will engage closely with our First Nations community to understand site-specific cultural contexts and to identify ways in which Aboriginal artwork can be highlighted.

Urban areas can be enlivened at night-time through formal and informal events and performances, through night-time markets, cafes and restaurants. Such activities can also enhance individuals' sense of safety. Through zoning, licensing, occasional grant support – and close coordination with arts and other organisations – we will facilitate the development of an evening economy and a vibrant Hornsby.

Complementing this we will encourage family-focused day-time and holiday-time programs, working in partnership with our creative and cultural organisations. The Hornsby Shire is blessed with an increasingly diverse community – presenting opportunities for cultural festivals and events, and for the engagement of our whole community.

## SUPPORTING OUR CREATIVE COMMUNITY

The development of facilities will help our creative practitioners to make and to present. Public art and the presentation of events, festivals and programs will all provide opportunities to commission or engage our creatives, improving their capacity to earn a living from their practice.

We will also support our creative practitioners through targeted grants and funding, and through highlighting them on Council communications. We will celebrate the creative life of Hornsby and make the Hornsby Shire a welcoming place for artists. Our proximity to Sydney – a major hub for the creative industries – combined with our beautiful bushland environment presents great opportunities to attract creatives to live and work in the Hornsby Shire

## COMMUNICATING AND CONNECTING, TO ENGAGE OUR COMMUNITY

As our arts and cultural activities expand we will support Council, community and commercial events with strategic marketing and communications, to reach all sections of our community. We will increase awareness of our facilities and activities through proactive use of social media and community organisations.

We will facilitate connections between community cultural organisations, and encourage networking to share knowledge, facilities and program planning.

Research and consultation have informed the Arts and Cultural Plan. Regular consultation will continue to inform the implementation of the Plan. We will listen to the community, to our creatives, to our First Nations representatives to ensure our future actions and investments in arts and culture are responsive, targeted and effective.

## CELEBRATE OUR CULTURAL HERITAGE, IDENTITY AND DIVERSITY

The Darug and GuriNgai Peoples have protected and respected this area since time began. Sacred sites were etched into the sandstone relating to cultural knowledge, lore and law of Country, community, astronomy and weather patterns. These sites are scattered throughout the landscape and are still utilised today. For the Darug and GuriNgai Peoples, the region is alive and thriving from a cultural perspective.

In recent times the cultural landscape has been enriched by a growing Southeast Asian community, which has contributed to new traditions, cuisine, and centres of faith. This cultural shift has led to repurposing old centres of faith, adding a new layer of heritage.

The Traditional Owners, European settlers and more recent migrants contribute to a multi-layered cultural fabric which is shaping Hornsby Shire as a distinctive, evolving community. Our Arts and Cultural Plan will support recognition and celebration of the breadth and diversity of the community.

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**OUR RIVER, WATERWAYS AND  
PRISTINE UNTOUCHED BUSHLAND  
PROVIDE ENDLESS INSPIRATION  
FOR CREATIVE PURSUITS.**



Dyarubbin Hawkesbury River

# ACTIONS

## FOCUS AREA 1

### CREATING PLACES AND SPACES FOR THE ARTS TO FLOURISH

**OUTCOME:** Cultural asset planning is integrated into our local planning and decision-making

**PERFORMANCE MEASURES:**

- Increased arts and cultural usage of our community assets
- Increased availability of places for making and presenting.

Actions	2024/25	2025/26	2026/27	2027/28	2028/29
1.1 Commission the development of a master plan for the Wallarobba site to optimise its benefit to the community.	▲				
1.2 Upgrade a number of Hornsby Shire’s community halls to increase their functionality for performance		▲	▲		
1.3 Commission a feasibility study and site options study into the development of a performing arts and cultural facility in Hornsby Shire		▲			
1.4 Review suitability of the Hornsby Shire’s parks and outdoor spaces for cultural activities, and identify infrastructure improvements that will support their greater usage	▲				
1.5 Encourage pop-up and temporary use of spaces (e.g. end-of-lease) for art exhibitions	▲	▲	▲	▲	▲
1.6 Develop a coordinated strategy to generate a lively, activated streetscape both day and night, through outdoor performance and festival programming, street art and mural installations		▲	▲		
1.7 Investigate potential suitable sites for art making including temporary art studios and warehouse space. A range of spaces for creative practice, ranging from hobby to professional.		▲	▲		
1.8 Investigate potential sites throughout the Hornsby Shire to accommodate murals – mural mapping project		▲	▲		
1.9 Investigate potential sites/organisations for artist – in – residence program		▲	▲		



# ACTIONS

## FOCUS AREA 2

### ACTIVATING THE HORNSBY SHIRE THROUGH ARTS AND CREATIVITY

**OUTCOME:** The Hornsby Shire has a strong reputation for cultural vibrancy

**PERFORMANCE MEASURES:**

- Visibility of arts and cultural expression throughout the Hornsby Shire
- Levels of community participation in arts and cultural activities
- Enhanced skills and collaboration within our creative community

Actions	2024/25	2025/26	2026/27	2027/28	2028/29
2.1 Develop and implement a Public Art Policy		▲			
2.2 Harness the opportunities for commissioned work to be integrated into new public and private developments		▲	▲	▲	▲
2.3 Undertake mural mapping project		▲			
2.4 Investigate open studios and art trails			▲		
2.5 Curated exhibitions at Wallarobba Arts and Cultural Centre, investigate an annual EOI for potential exhibitions by local artists		▲	▲	▲	▲
2.6 Investigate an artist in residence program		▲	▲	▲	▲
2.7 Review the current delivery of Hornsby's two Art Prizes		▲			
2.8 Develop an Events Strategy		▲	▲		
2.9 Develop and implement a Collections Policy		▲	▲		
2.10 Develop and implement a management plan for Wallarobba Arts and Cultural Centre		▲	▲		

# ACTIONS

## FOCUS AREA 3

### SUPPORTING OUR CREATIVE COMMUNITY

**OUTCOME:** Strong recognition of our creative community and retention and growth of our creative sector.

**PERFORMANCE MEASURES:**

- Increased number of creatives based in the Hornsby Shire
- Greater breadth of creative sub-sectors
- Heightened economic impact from cultural and creative activity

Actions	2024/25	2025/26	2026/27	2027/28	2028/29
3.1 Investigate grant funding – Arts and Cultural Grants to support volunteer led organisations (eg. 10 groups x \$3000 = \$30,000)		▲	▲		
3.2 Investigate grant funding on merit basis for local artists to develop bodies of work		▲	▲		
3.3 Creatives mapping project – to better understand the creatives that live in Hornsby Shire		▲	▲		
3.4 Mentoring for young creatives – there is a wealth of knowledge amongst senior creatives that live in the Hornsby Shire		▲	▲		
3.5 Facilitate networking and communication between arts and cultural groups	▲	▲	▲	▲	▲
3.6 Facilitate networking activities between our creatives and our education and business communities to encourage partnerships and create mutually beneficial opportunities		▲	▲		
3.7 Hold periodic forums to maintain close understanding of the evolving creative community		▲		▲	
3.8 Survey creative practitioners and cultural groups periodically to learn more about their needs and aspirations		▲			▲
3.9 Support local arts and cultural activities with Council marketing resources		▲	▲	▲	▲
3.10 Increase Council’s arts and cultural resources to reflect the increase in arts related activities, projects and engagement	▲	▲			

# ACTIONS

## FOCUS AREA 4

### COMMUNICATING AND CONNECTING TO ENGAGE OUR COMMUNITY

**OUTCOME:** Arts and Cultural programs that reflect and evolve with our community's needs

**PERFORMANCE MEASURES:**

- Range and frequency of consultation processes
- Community engagement with consultation processes
- Levels of community participation in arts and cultural activities
- Visibility of arts and culture in Council's communications and social media

Actions	2024/25	2025/26	2026/27	2027/28	2028/29
4.1 Feature arts and creativity regularly through Council's social media platforms	▲	▲	▲	▲	▲
4.2 Investigate new communications methods such as a dedicated Arts and Culture Instagram account or develop a Hornsby "Arts and Culture What's On" App			▲	▲	
4.3 Produce a monthly or quarterly arts and culture e-newsletter			▲	▲	
4.4 Upgrade the Council's website art and culture pages to reflect the increase in activities			▲	▲	
4.5 Increase engagement with educational colleges e.g. Hornsby TAFE, Sydney Art School		▲	▲		
4.6 Increase engagement with commercial and school galleries within Hornsby Shire		▲	▲		
4.7 Provide periodic internal briefings to integrate arts and cultural planning across Council's activities					
4.8 Develop an Arts and Culture dashboard to report on our progress in implementing this Plan					

# ACTIONS

## FOCUS AREA 5

### CELEBRATING OUR CULTURAL HERITAGE, IDENTITY AND DIVERSITY

**OUTCOME:** Hornsby is known as a welcoming and richly diverse community

**PERFORMANCE MEASURES:**

- Community feedback
- Visibility of our First Nations culture
- Breadth of cultural events

Actions	2024/25	2025/26	2026/27	2027/28	2028/29
5.1 Celebrate and highlight the culture of our First Peoples including through commissioning, presenting and showcasing their work including visible public art installations		▲	▲	▲	▲
5.2 Interpret and communicate our heritage – tangible and intangible - through signage, through Council communications, and through other digital media platforms			▲	▲	▲
5.3 Develop and implement innovative cultural education programs, with diverse communities, designed to increase community cultural participation and understanding.		▲	▲	▲	▲
5.4 Undertake ongoing cultural mapping, data collection and research to identify, track and understand the needs, talents and behaviours of our community, as well as barriers to cultural participation	▲	▲	▲	▲	▲
5.5 Support a wide range of accessible cultural events – such as food markets, lantern festival, carnival		▲	▲	▲	▲
5.6 Investigate developing a signature annual or biennial arts event – Uniquely Hornsby				▲	▲
5.7 Investigate developing arts and cultural trails in our bushland			▲	▲	▲

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# APPENDICES

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**APPENDIX 1: ARTS AND CULTURAL PARTICIPATION CHARTS**

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**APPENDIX 2: FACILITIES COMPARISON BY LGA**

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**APPENDIX 3: EXCERPTS FROM COMMUNITY AND CULTURAL FACILITIES STRATEGIC PLAN**

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**APPENDIX 4: NSROC SOCIAL AND CULTURAL INFRASTRUCTURE TYPES AND RATES OF PROVISION**

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**APPENDIX 5: LINKAGES TO EXISTING COUNCIL PLANS**

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**NOTES**

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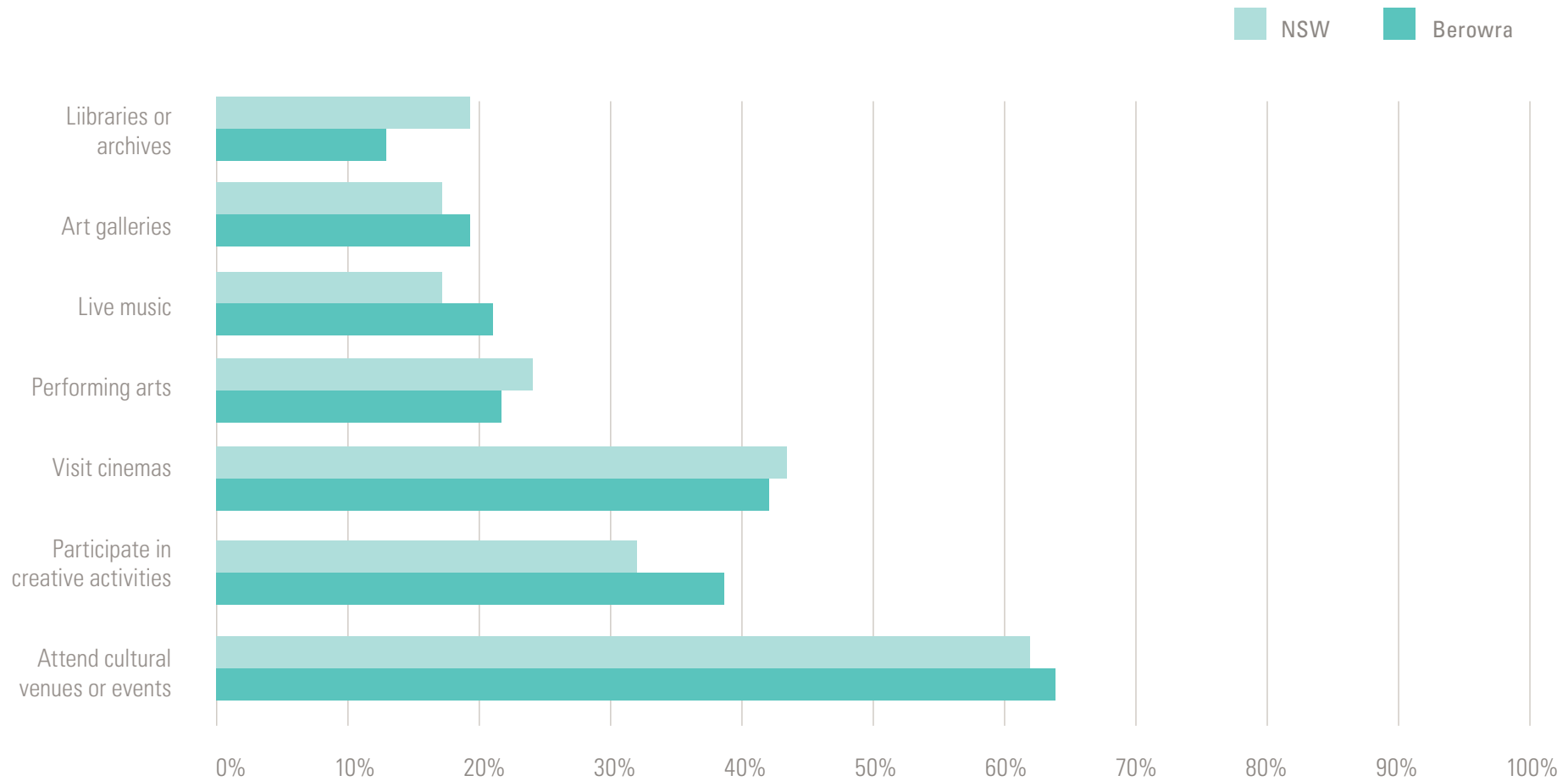


Performer, Westside Vibe

# APPENDIX 1

## ARTS AND CULTURAL PARTICIPATION CHARTS

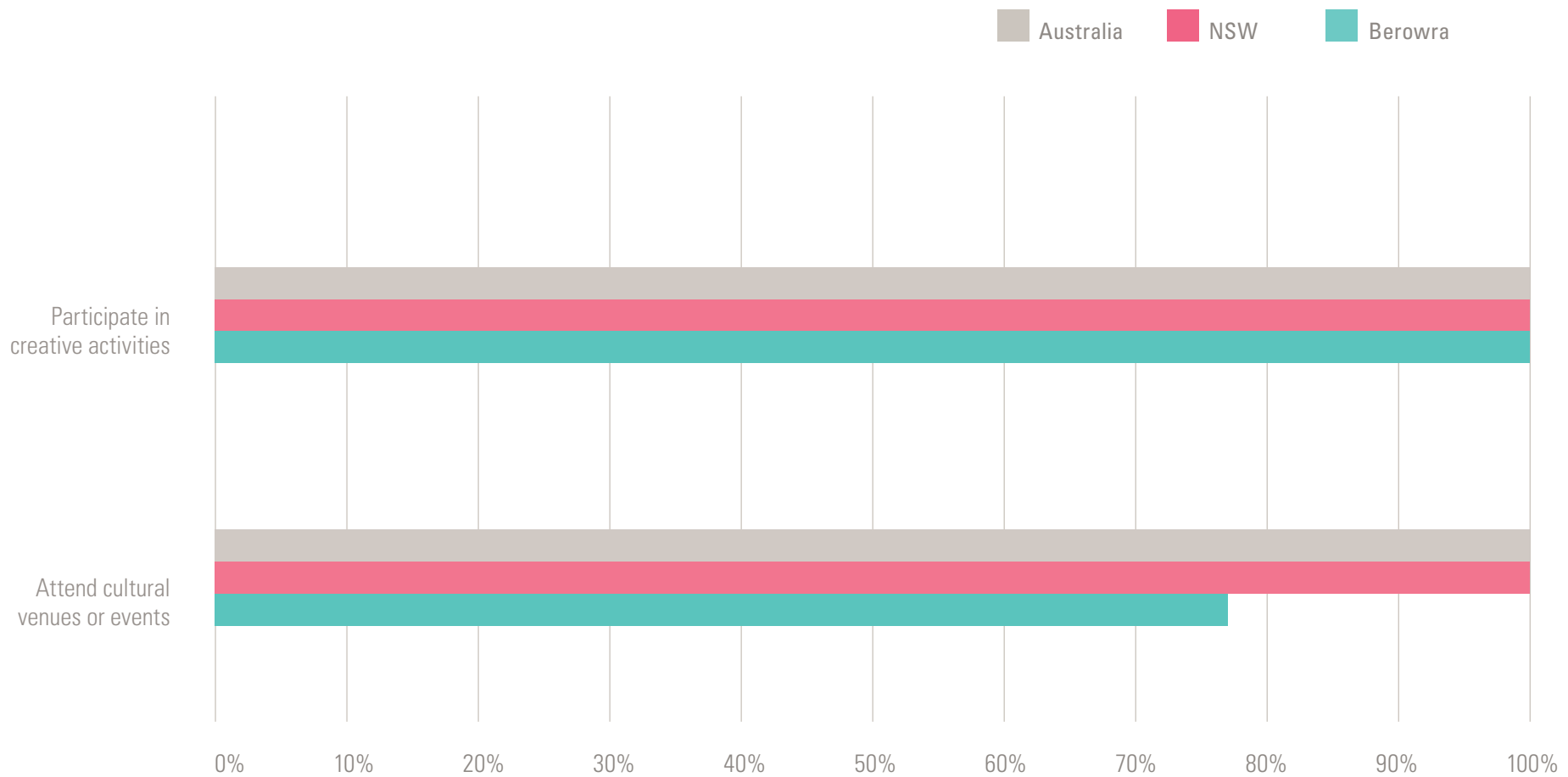
Figure 3 | Engagement with Arts and Culture - Adults 15 years +



# APPENDIX 1

## ARTS AND CULTURAL PARTICIPATION CHARTS

Figure 4 | Engagement with Arts and Culture - Children 5-14 years<sup>6</sup>



# APPENDIX 2

## FACILITIES COMPARISON BY LGA

FACILITIES COMPARISON BY LGA				
Hornsby Shire Council	Ryde City Council	Northern Beaches Council	The Hills Shire Council	Ku-ring-Gai Council
Population 151,757	Population 131,122	Population 263,298	Population 199,244	Population 124,172
<b>Major cultural infrastructure</b>	<b>Major cultural infrastructure</b>	<b>Major cultural infrastructure</b>	<b>Major cultural infrastructure</b>	<b>Major cultural infrastructure</b>
<b>Performing Arts</b>	<b>Performing Arts</b> North Ryde RSL Youth Club	<b>Performing Arts</b> Glen Street Theatre Mona Vale Performance Space at Mona Vale High School Newport and Seaforth Bowling Clubs St Matthews Anglican Church Auditorium  Plus school operated theatre spaces at Barrenjoey High School and Stella Maris College	<b>Performing Arts</b> Pioneer Theatre Bella Vista Farm	<b>Performing Arts</b> Marian Street Theatre, Killara
<b>Visual Arts and Craft</b> Wallarobba Arts and Cultural Centre The Arcadian Artists Ferry Artists The Cottage, Brooklyn	<b>Visual Arts and Craft</b> See Street Gallery, Meadowbank TAFE Macquarie University Art Gallery  Willandra (small exhibition space and houses City of Ryde Art Society)  Into Arts Studio and Gallery Brenda Colahan Fine Art - Putney  Plus small library gallery spaces including; Ryde Library Digital Display, Ryde, West Ryde and Eastwood Library Display Cabinets and community exhibition space at Brush Farm House	<b>Visual Arts and Craft</b> The Creative Library – Level 1 Manly Library Diversarty Art Gallery on Palm Beach Sydney Road Gallery Yaw Way (Narrabeen RSL) Sydney Art Space Be Brave Artspace Curl Curl Creative Space Avalon Creative Space Pittwater Artist Trail	<b>Visual Arts and Craft</b> Castle Hill Art Society  Dural Galleries The Arthouse Pavilion Gallery Apollon Gallery	<b>Visual Arts and Craft</b> Ku-ring-Gai Art Centre and Gallery  KAB Gallery Sydney Grace Cossington Smith Gallery Wright Gallery Fine Art



# APPENDIX 2

## FACILITIES COMPARISON BY LGA

FACILITIES COMPARISON BY LGA				
Hornsby Shire Council	Ryde City Council	Northern Beaches Council	The Hills Shire Council	Ku-ring-Gai Council
<p><b>Heritage and Libraries</b></p> <p>Hornsby Central Library Berowra Library Pennant Hills Library Galston Library</p>	<p><b>Heritage and Libraries</b></p> <p>NSW Schoolhouse Museum of Public Education Willandra (small museum and houses Ryde District Historical Society) Eastwood Library Gladesville Library North Ryde Library Ryde Library West Ryde Library Plus street libraries throughout the LGA</p>	<p><b>Heritage and Libraries</b></p> <p>Brookvale Library Dee Why Library Forestville Library Manly Library Mona Vale Library Belrose Library Plus volunteer-run Community Libraries at Avalon, Balgowlah Seaforth, Harbord and Terrey Hills North Head Quarantine Station Museum and Collection Council is also custodian of the Northern Beaches Cultural Collections including:</p> <ul style="list-style-type: none"> <li>■ Manly Art Gallery &amp; Museum Collection</li> <li>■ Local Studies Collections (Manly, Warringah and Pittwater)</li> <li>■ Community Art Collections (Warringah, Pittwater)</li> <li>■ Public Art Collections and Civic Collections (Manly, Warringah, Pittwater)</li> </ul>	<p><b>Heritage and Libraries</b></p> <p>Castle Hill Arts Society Hills Craft Markets Castle Hill Library Baulkham Hills Library Vinegar Hill Memorial Library Dural Library Aberdoon House Balcombe Heights Estate Castle Hill Heritage Park Cropley House Roughley House and 'The Pines'</p>	<p><b>Heritage and Libraries</b></p> <p>Gordon Central Library Turrumurra Branch Library Lindfield Library St Ives Branch Library  Rose Seidler House Eryldene Historic House and Garden Aboriginal Heritage Office</p>

# APPENDIX 2

## FACILITIES COMPARISON BY LGA

FACILITIES COMPARISON BY LGA				
Hornsby Shire Council	Ryde City Council	Northern Beaches Council	The Hills Shire Council	Ku-ring-Gai Council
<b>Co-working Spaces</b>	<b>Co-working Spaces</b>	<b>Co-working Spaces</b> La Crème Creative Sun Suites Sydney Christie Spaces North Sydney	<b>Co-working Spaces</b> Various within Norwest Business Park	<b>Co-working Spaces</b>
<b>Education</b> TAFE NSW Hornsby Hornsby Ku-ring-Gai Community College	<b>Education</b> Meadowbank TAFE Macquarie University Clement Art School Eastwood	<b>Education</b> Northern Beaches Ceramics at Brookvale TAFE Community College North Narabeen Point Break Drama C3 College Oxford Falls Northern Beaches and Mosman College	<b>Education</b> TAFE NSW, The Hills has campuses in both Baulkham Hills and Castle Hill Sydney Art School classes at Baulkham Hills Arts Studio Blackout Theatre Company	<b>Education</b> Hornsby Ku-ring-Gai Community College

# APPENDIX 2

## FACILITIES COMPARISON BY LGA

FACILITIES COMPARISON BY LGA				
Hornsby Shire Council	Ryde City Council	Northern Beaches Council	The Hills Shire Council	Ku-ring-Gai Council
<b>Community Halls</b> Arcadia Community Centre Baden Powell Hall Beatrice Taylor Hall Beecroft Community Centre Berowra Community Centre Berowra District Hall Brooklyn Community Meeting Room Cherrybrook Community and Cultural Centre Cherrybrook – Gumnut Community Centre Cowan Community Centre Dangar Island Community Centre Galston Community Centre Glenorie Community Centre Hawkins Hall Hornsby Heights Community Centre Hornsby Leisure and Learning Centre Hornsby Youth and Family Centre Mount Colah Community Centre Mount Kuring-gai Community Centre Pennant Hills Community Centre Pennant Hills Leisure and Learning Centre Storey Park Community Centre Thornleigh Community Centre Wallarobba Arts and Cultural Centre Wisemans Ferry Community Centre	<b>Community Halls</b> Eastwood Community Centre Eastwood Women’s Rest Centre Forster Hall (Brush Farm House) Gladesville Meeting Room Lachlan’s Line Auditorium Marsfield Community Centre North Ryde School of Arts Shaftsbury Place Shepherds Bay Community Centre Station Street Hall and Meeting Room West Ryde Community Centre	<b>Community Halls</b> Collaroy Swim Club Community Centre Forest Community Arts Centre Newport Community Centre North Balgowlah Community Centre North Narrabeen Community Centre Cromer Community Centre Seaforth Village Community Centre Tramshed Arts and Community Centre Avalon Annexe PCYC Dee Why Plus over 30 other Council-managed multi-use centres	<b>Community Halls Balcombe Heights</b> Estate Buildings Dural Memorial Hall Harvey Lowe Pavilion South Maroota Hall Baulkham Hills Community Centre Winston Hills Community Centre Wrights Road Community Centre Village Green Community Centre, Bella Vista Crestwood Community Centre Vinegar Hill Memorial Community Centre. Plus over 20 other Council-managed centres across the Shire	<b>Community Halls</b> Turrumurra Senior Citizens Centre Old School Building and AWL Youth Hub Ku-ring-Gai Town Hall West Pymble Community Centre East Lindfield Community Hall Blair Wark VC Community Centre Lindfield Senior Citizens Centre St Ives Community Centre and Fitz Youth Centre Caley’s Pavilion West Lindfield Community Hall East Roseville Community Hall Turrumurra Youth Centre (The Dungeon)

# APPENDIX 3

## EXCERPTS FROM COMMUNITY AND CULTURAL FACILITIES STRATEGIC PLAN

The following information has been sourced from Hornsby Shire Council's "Community and Cultural Facilities Strategic Plan" published in 2021.

### FUTURE STRATEGIC DIRECTIONS FOR COMMUNITY AND CULTURAL PROVISION

Specific details can be found on page 7 of the CCFSF.

**Table 1 | Future Strategic Directions for Community and Cultural Provision<sup>7</sup>**

Future strategic directions for community and cultural provision	
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.	Do not create or provide land for new single purpose, standalone facilities
5.	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
6.	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>
7.	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.
8.	Investigate alternative booking system technologies to enhance usability for customers and staff, including online functionality.
9.	Continue to apply consistency and sustainability of fees and charges



Maide Welch, *Still life with Pomegranates*

# APPENDIX 3

## EXCERPTS FROM COMMUNITY AND CULTURAL FACILITIES STRATEGIC PLAN

### PRINCIPLES GUIDING PLANNING FOR COMMUNITY AND CULTURAL FACILITIES

The specific details can be found on page 76 of the CCFSP.

**Table 2 | Principles Guiding Planning for Community and Cultural Facilities<sup>8</sup>**

Principles guiding planning for community and cultural facilities	
Principle	Description
A coordinated network	<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>
Centrally located within districts and regions	<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. 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>
Serving identified social and cultural needs	<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>
Making best use of existing facilities	<p>The construction and operation of community and cultural facilities represents a significant investment by Council on behalf of the community. 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. Council will also take into account the provision of relevant facilities by other organisations and neighbouring councils.</p>
Financially sustainable	<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. 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. 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>

# APPENDIX 3

## EXCERPTS FROM COMMUNITY AND CULTURAL FACILITIES STRATEGIC PLAN

### PRINCIPLES GUIDING PLANNING FOR COMMUNITY AND CULTURAL FACILITIES

The specific details can be found on page 76 of the CCFSP.

**Table 2 | Principles Guiding Planning for Community and Cultural Facilities<sup>8</sup>**

Principles guiding planning for community and cultural facilities	
Principle	Description
Multipurpose and flexible	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. 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. Facilities that are responsive and flexible will be used more intensively over their lifetime.
Friendly and Welcoming	<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>
Accessible	<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>
Near public space	<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>

# APPENDIX 3

## EXCERPTS FROM COMMUNITY AND CULTURAL FACILITIES STRATEGIC PLAN

### TOP EIGHT DIRECTIONS FOR COMMUNITY AND CULTURAL FACILITIES

Specific details can be found on page 92-93 of the CCFSP.

**Table 3 | Top Eight Directions for Community and Cultural Facilities<sup>9</sup>**

Top eight directions for community and cultural facilities	
1	<p>Locate <b>sub-regional facilities in Hornsby Town Centre</b>, as part of the Hornsby Town Centre revitalisation</p> <p>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.</p> <p>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.</p>
2	<p>Focus on developing multipurpose district hubs at Pennant Hills, Cherrybrook, Berowra and Galston</p> <p>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.</p>
3	<p>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.</p> <p>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.</p> <p>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).</p>
4	<p>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</p> <p>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</p> <p>Recommend the development of a policy to determine the priority of access to facilities when demand for specific spaces emerge. The policy should:</p> <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>



# APPENDIX 3

## EXCERPTS FROM COMMUNITY AND CULTURAL FACILITIES STRATEGIC PLAN

### TOP EIGHT DIRECTIONS FOR COMMUNITY AND CULTURAL FACILITIES

Specific details can be found on page 92-93 of the CCFSP.

**Table 3 | Top Eight Directions for Community and Cultural Facilities<sup>9</sup>**

Top eight directions for community and cultural facilities	
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 Central district strategies, 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>

# APPENDIX 4

## NSROC SOCIAL AND CULTURAL INFRASTRUCTURE TYPES AND RATES OF PROVISION

The following information has been sourced from NSROC "Social and Cultural Infrastructure Strategy" published in 2020. Specific details can be found on page 37-38.

**Table 4 | NSROC Social and Cultural Infrastructure Types and Rates of Provision<sup>10</sup>**

NSROC social and cultural infrastructure types and rates of provision				
Facility	Specifications	Size	Access	Population range
<b>Sub-regional (population benchmark of 200,000+ people)</b>				
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
<b>LGA (population benchmark of 100,000+ people)</b>				
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	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	5-10km	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
<b>District (population benchmark of 50,000+ people)</b>				
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

# APPENDIX 5

## LINKAGES TO EXISTING COUNCIL PLANS

**Table 5 | Hornsby Shire Plan and Strategy Linkages**

HORNSBY SHIRE POLICY LINKAGES		
Hornsby Shire Community Strategic Plan 2022-2032		
<p>Connections to Country, p.2</p> <p>Hornsby Shire Now: Our Place, p.12</p>	<p>For the Darug and GuriNgai Peoples, this region is still alive and thriving from a cultural perspective. Despite the ever-growing demands for development and community infrastructures, the Hornsby Shire has lush and vibrant bushland areas, fresh and salt water estuaries and breath-taking visual aspects across Country allowing us the ability to continue cultural practices, share cultural beliefs and expand on our relationship and connection with our Country.</p> <p>The traditional inhabitants of Hornsby Shire are the Aboriginal peoples of the Darug and GuriNgai language groups. In 2016, 0.4 per cent of the Hornsby Shire's population (665 people) identified as being of Aboriginal and/or Torres Strait Islander descent. The majority of Aboriginal peoples live in and around the Hornsby Central Business District (CBD) and in the north of the Hornsby Shire. Council continues to work with these traditional landholder groups to support the celebration of Aboriginal history and culture in the Hornsby Shire.</p>	<p>Stresses cultural inclusivity, celebration of Aboriginal heritage, and enriching cultural diversity - guiding Indigenous art and cultural promotion in the plan.</p> <p>Also emphasises Hornsby Shire's cultural significance to Darug and GuriNgai Peoples and need to preserve and celebrate same.</p>
<p>Vision 2022, p.7</p>	<p>Our Bushland Hornsby Shire is on the Traditional Lands of the Darug and GuriNgai Peoples. It is a place for people, wildlife and natural environments to thrive in harmony. Our diverse community is welcoming, inclusive and resilient and we are leaders in caring for our future generations.</p> <p>We have a flourishing economy with local shopping and dining precincts. Community facilities and infrastructure are modern, accessible and connected. We have many different places for recreation locally. We walk and ride and enjoy exploring parks, bushland and waterways.</p>	<p>Draw inspiration from this vision to ensure that the plan resonates with the overarching goals of the community.</p>
<p>Traffic and Transport, p.19</p>	<p>Technology will also contribute to future proofing the Hornsby Shire's transport system. Emerging technologies will continue to present opportunities to innovate and embrace smart mobility (such as on-demand and ride-sharing services) and the Hornsby Shire's transport system will be expected to be flexible to accommodate these opportunities as they arise. Council will need to explore partnerships with the State and Federal governments and the private sector to pilot innovative approaches to service delivery.</p>	<p>Plan can and should recognise role played by technology, and explore digital solutions to promote arts and culture, to increase community accessibility and engagement.</p>
<p>What We Heard From The Community, p.26</p>	<p>People love living in Hornsby Shire because of the natural environment, particularly the bushland, national parks, trees and green spaces. Consultation shows the community is passionate about protecting the region and looking after each other; they express an appreciation of the peaceful lifestyle, proximity to the city and welcoming community. People also value opportunities to collaborate with Council.</p> <p>Top 10 Issues:</p> <ol style="list-style-type: none"> <li>5. Community facilities and cultural events</li> <li>6. Diverse, inclusive and accessible communities</li> </ol>	<p>Feedback underscores the plan's potential to leverage the Hornsby Shire's natural beauty/community spirit for cultural events/facilities. Emphasises importance of diverse, inclusive, and accessible cultural spaces and events.</p>

# APPENDIX 5

## LINKAGES TO EXISTING COUNCIL PLANS

**Table 5 | Hornsby Shire Plan and Strategy Linkages**

<b>HORNSBY SHIRE POLICY LINKAGES</b>		
<b>Economic Development and Tourism Strategy 2021 - 2026</b>		
2.2 The importance of Productive, Vibrant and Connected Places, p.20 Theme 3: Destination Hornsby Shire, p. 47 5.1 - 4. Priorities for Action, p.48	Developing a stronger night-time economy 3.10 Progress an approach to developing a night-time economy in the Hornsby Town Centre.	The arts can generate night-time activity through performances, exhibition openings workshops and projects.
2.5 Small Business 'Workspace' Infrastructure, p.21	For home-based businesses, a co-working space or business hub facility includes short-term workspaces, meeting spaces, opportunities for networking and support (flexible spaces) as well as a physical address.	Creative businesses will be active users of co-working spaces, which impact capacity of professionals to enter (for emerging artists) and/or stay working in the sector.
2.6 Opportunities for Smart and Innovative Economic Development, p.22	Facilitating the development of spaces and networks to support the growth of existing businesses and start-ups (e.g. the touted co-working space) –potentially in association with the Hornsby Park/Quarry development.	Opportunities for fostering local innovation and creative industries and supporting growth, irrespective of career stage or level of establishment of business.
2.7 Tourism Product and Visitor Economy Infrastructure, p.22	Hornsby Shire's existing tourism product is strong, particularly focusing on the region's natural environment and the natural assets of the Hawkesbury River and estuary, national parks and bushlands. Hornsby Shire is known as the Bushland Hornsby Shire, with national parks and nature reserves covering more than two-thirds of its area. Anecdotal evidence suggests that most visitors to the parks are coming from the local area.	Economic/tourism benefits of integration of natural and indigenous cultural assets with creative industry opportunities e.g. incorporating sculpture trails as part of the region's tourist attractions.
3.4 Tourism Profile, p.30	Hornsby Shire's natural attributes are supported by arts, music and galleries, local markets and recreational activities including spas and wellness centres, bushwalking, mountain bike and farm gate trails and river-based activities featuring the Riverboat Postman, houseboat hire, fishing charters, boat hire, canoe hire and water skiing.	Underscores synergy between natural beauty of the area and its arts and cultural offerings, which the plan can leverage and build upon to increase tourism.
3.5 Employment Location Quotients, p.32	Hornsby Shire's arts and creative industries may represent a local competitive strength that can be further developed and capitalised upon – despite it developing from a small base.	Highlights the potential for growth in the arts and creative sectors, aligning with the goals of the Arts and Cultural Plan.
3.8 Hornsby Shire's 'Focal' Industries, p.36	The analysis informing this strategy shows that those industries with existing relative strengths or prospects for growth, and which present opportunities for further investigation in Hornsby Shire, include education and training, health care, professional and financial services, the arts and creative industries and tourism, including sports and recreation-based tourism and events.	Directly supports the Arts and Cultural Plan project and informs it by identifying the arts and creative industries as areas for strategic development.

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<b>HORNSBY SHIRE POLICY LINKAGES</b>		
<b>Economic Development and Tourism Strategy 2021 - 2026</b>		
Theme 3: Destination Hornsby Shire, p. 47	3.5 Develop a regional events strategy with signature food and wine and culture-based events	Underscores the importance of culture-based events, aligning with the objectives of the Arts and Cultural Plan.
Theme 3: Destination Hornsby Shire, p. 47	3.7 Further develop visitor experiences that celebrate Hornsby Hornsby Shire's and the region's Indigenous and European histories and cultural heritage consistent with the Heritage Action Plan.	Highlights importance of incorporating both European and Indigenous cultural heritage into existing and proposed future local experiences, and strategic planning related for same.
5.3 Immediate Priority: COVID-19 Economic Recovery Plan, p.49 Theme 1: Connected Hornsby Shire	Supporting local business start-ups and expansions by continuing to work to ensure (and promote) a supportive and enabling regulatory environment. Provide support for innovation, start-ups and digital economy.	Support innovation and start-ups, including those in the arts and cultural sectors. Also aligns with sections in the plan about supporting emerging artists.
<b>Social inclusion Hornsby (Disability Inclusion Action Plan) 2021-2025</b>		
7.2.1 Focus Area 1: Developing Positive Community Attitudes and Behaviours	We celebrated International Day of Disabilities with an inclusive art exhibition in partnership with local service Studio Artes that supports people with disabilities.	In Social Inclusion Hornsby (Disability Inclusion Action Plan), there is no explicit reference to the arts or creativity. However, it is worth exploring opportunities to integrate these aspects into the plan, as they play a vital role in enhancing the well-being, empowerment, and social inclusion of individuals with disabilities.
<b>Health Aging Hornsby Strategy 2022-2026</b>		
Entire document		In the Healthy Ageing Hornsby Strategy, there are currently no specific mentions of the arts or creativity. However, it is important to consider incorporating these elements in the future, given the growing recognition of their significant role in promoting mental health, addressing dementia-related challenges, and fostering active living among older adults.

# APPENDIX 5

## LINKAGES TO EXISTING COUNCIL PLANS

**Table 5 | Hornsby Shire Plan and Strategy Linkages**

HORNSBY SHIRE POLICY LINKAGES		
Active Living Hornsby Strategy 2016		
A1 – Background, p.33	More females were involved in recreational art and craft (54%) and reading for pleasure (77%) than males (33% and 65% respectively)	Data re higher participation of females underscore importance of addressing diverse cultural and gender-specific preferences in the plan.
Placemaking and Local Identity, p.36	<p>...as well as the incorporation of public art in landscape design. In essence, all of these factors contribute to a sense of place and local identity.</p> <p>Key principles include;</p> <ul style="list-style-type: none"> <li>■ Creation of distinctive landscapes that respond to the specific needs of the local community and any natural or cultural significance or features within that landscape</li> </ul>	Plan can leverage placemaking, local identity and public art principles to make the Hornsby Hornsby Shire more attractive and engaging place for arts/cultural activities.
A2 – Context: Aboriginal Heritage, p.47	<p>The original owners of the Hornsby Shire were the Aboriginal people of the Dharug, GuriNgai and Darkingung language groups.</p> <p>Called 'Vhen Ruphen', the Hawkesbury River was a focal source of food for its natives providing yams, eels, fish and shellfish (HSC 2014). The river also provided a source of stones for making tools such as axes. The river system also provided an efficient transport route for the inhabitants' travels through the use of bark canoes.</p> <p>The land's abundance of sandstone provided the natives an ability to engrave, paint, stencil and make symbols of spiritual and sacred significance.</p> <p>Significant physical remnants of Aboriginal culture which stand as memorials to their long association with this country, include:</p> <ul style="list-style-type: none"> <li>■ engravings on sandstone ridges</li> <li>■ rock shelters on the valley slopes containing cave paintings or drawing sites and archaeological deposits</li> <li>■ open campsites and grinding grooves on valley floors</li> <li>■ shell middens along tidal waterways</li> <li>■ scarred trees</li> </ul>	Need to recognise/preserve indigenous connections in the plan to promote cultural diversity, inclusivity and pay homage to region's rich history.

# APPENDIX 5

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**Table 5 | Hornsby Shire Plan and Strategy Linkages**

<b>HORNSBY SHIRE POLICY LINKAGES</b>		
<b>Active Living Hornsby Strategy 2016</b>		
A2 – Context: Implications of Context to the ALHS, p.55	<p>The foregoing overview of the context to the strategy suggests a number of implications for the ALHS including:</p> <ul style="list-style-type: none"> <li>■ The need to ensure adequate open space to meet the need of a growing population.</li> <li>■ The requirement that open space meets the needs of an increasing population of the elderly and those from a range of cultural backgrounds.</li> <li>■ The ramifications of an increasing proportion of the population living in medium or high density residences.</li> <li>■ The opportunity to draw on the unique environmental and heritage values of the Hornsby Hornsby Shire.</li> </ul>	Population growth, density, and environmental heritage provide essential context for the plan.
C2: Appendix 3 - Community Engagement Plan 5. Online Quiz – Key Findings: When I go and unwind, I go to..., p.18	<ul style="list-style-type: none"> <li>■ cultural events, performances and galleries</li> </ul>	Community's interest/preferences highlighted in online quiz findings, reinforces importance of incorporating diverse cultural offerings in the plan to cater to same.
C2: Appendix 4 - Statement Of Tourism Opportunities 2.3 Markets and Night Time, p.8	In addition, there is a new winter market starting at the Hornsby TAFE car park on a Saturday offering a mix of fresh food, craft, clothing and art and there is the possibility that Westfield may introduce a market on their shopping centre rooftop but this is yet to be confirmed.	Emergence of markets and night-time activities present opportunities for the plan to foster a dynamic cultural scene, enhancing appeal as a cultural destination and increasing tourism.
<b>Community and Cultural Facilities Strategic Plan</b>		
Adjustments to Local Government Area boundaries, p.6	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.	Despite adjustments in local government boundaries, residents' access to cultural amenities is maintained and taken into consideration in the plan.
Libraries snapshot, p.40	<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>■ In total, loans for libraries increased over 2017/18 to 2018/19 from 984,048 to 1,022,988.</li> <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. 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</li> </ul>	Libraries data provides insights into the community's engagement and informs the need for library services and their role in the plan.

# APPENDIX 5

## LINKAGES TO EXISTING COUNCIL PLANS

### HORNSBY SHIRE POLICY LINKAGES

#### Community and Cultural Facilities Strategic Plan

<p>Community and Cultural Centres Snapshot, p.43-44</p>	<p>Distribution - 27 facilities</p> <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>All facilities are managed by Council (including the five with volunteer management committees, who provide strategic input). Overall, 20 of the 27 facilities are smaller than 500sqm.</p> <p>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>	<p>Data informs re distribution and management of existing cultural infrastructure and helps identify areas for improvement and development.</p> <p>All facilities managed by Council, some with volunteer committees – prior consultation highlights need to ensure strategic management and planning for these centres in the plan.</p>
<p>Comments from users and community members, p.50</p>	<ul style="list-style-type: none"> <li>■ For the preparation of the preceding Plan consultation was undertaken with members of facility management committees, facility users, and respondents to an online survey.</li> <li>■ Themes from consultation which remain relevant to investigations of this Plan</li> <li>■ 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</li> <li>■ community centres are recognised as spaces where the community comes together, building social connections and mitigating social isolation</li> <li>■ there is a perceived need for a high quality performance venue.</li> </ul>	<p>Feedback from committees, users, and survey respondents shaping plan's content/objectives. Highlights community demand for multifunctional spaces, social connections, and a performance venue.</p>



# APPENDIX 5

## LINKAGES TO EXISTING COUNCIL PLANS

### HORNSBY SHIRE POLICY LINKAGES

#### Community and Cultural Facilities Strategic Plan

<p>Neighbouring Councils, p.51</p>	<ul style="list-style-type: none"> <li>■ 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:</li> <li>■ Eastwood Library (City of Ryde)</li> <li>■ Baulkham Hills Library (The Hills Hornsby Hornsby Shire)</li> <li>■ Castle Hill Library (The Hills Hornsby Hornsby Shire)</li> <li>■ Dural Library (The Hills Hornsby Hornsby Shire)</li> <li>■ Turramurra Library (Ku-ring-gai Council)</li> <li>■ Lindfield Library (Ku-ring-gai Council)</li> <li>■ Epping Community Centre (City of Parramatta Council)</li> <li>■ Epping Creative Centre (City of Parramatta Council)</li> <li>■ Epping Library (City of Parramatta Council)</li> <li>■ Epping Leisure and Learning Centre (City of Parramatta Council)</li> <li>■ Roselea Community Centre (City of Parramatta Council).</li> </ul>	<p>Provides regional (NSROC) context for plan and potential cross-border cultural access and collaboration opportunities.</p>
<p>Neighbouring Councils, p.51 Epping – City of Parramatta Council, p.53 Cherrybrook, Castle Hill and Dural – The Hills Hornsby Shire Council</p>	<p>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.</p> <p>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.</p> <p>Consultation with staff from The Hills Hornsby Hornsby Shire Council in early 2019 revealed that several community and cultural facilities in The Hills Hornsby Shire were regularly used by Hornsby Shire’s residents. Utilisation of facilities was strongly influenced by location,</p>	<p>Outlines importance of regional cultural hubs and use of same by Hornsby Shire residents’.</p>
<p>St Ives – Ku-ring-gai Council, Education Primary and secondary schools, p.54</p>	<p>A condition of BER funding was that new facilities be made available for general community use at no or low cost.</p> <p>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.</p>	<p>Emphasises importance of collaboration with schools and shared-use guidelines in planning for community access to these spaces.</p>

# APPENDIX 5

## LINKAGES TO EXISTING COUNCIL PLANS

### HORNSBY SHIRE POLICY LINKAGES

#### Community and Cultural Facilities Strategic Plan

<p>Registered Clubs, p.59 Other Facilities, p.59</p>	<ul style="list-style-type: none"> <li>■ Registered clubs such as RSLs and leagues clubs are also an alternative source of function and meeting space for families and local community groups.</li> <li>■ Some of these clubs also provide recreation facilities, such as fitness centres, tennis courts, bowling greens and pools</li> <li>■ Church facilities are available for public hire in Asquith, Normanhurst, Arcadia, Galston, Mount Colah, Berowra and Waitara.</li> </ul>	<p>Registered clubs and church facilities as alternate venues, expand inventory of potential spaces for cultural events, functions, and meetings.</p>
<p>Trends, p.63</p>	<ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Flexible Performance Spaces: The design and Supporting infrastructure of performance spaces can enhance the capacity of performance space to also cater to broader community gatherings and events e.g. Engadine Community Centre</li> <li>■ Multipurpose Facilities: 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 change over time e.g. Wentworth Point Community Centre and Library.</li> <li>■ Adaptive re-use of heritage buildings: Councils are re-employing heritage buildings for community art purposes, creating active places in spaces where redevelopment is limited e.g. Waverley-Woollahra Arts Centre</li> </ul>	<p>Trends in facility usage, adaptive reuse of heritage buildings, and flexible performance spaces, inform direction of cultural infrastructure development in the plan.</p>
<p>Hierarchies, benchmarks and standards, p.67</p>	<p>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.</p>	<p>Insight re quality and range of services over size can guide discussion/decisions re proposed facility improvements in the plan.</p>

# APPENDIX 5

## LINKAGES TO EXISTING COUNCIL PLANS

### HORNSBY SHIRE POLICY LINKAGES

#### Community and Cultural Facilities Strategic Plan

<p>Provision Levels - Libraries Provision by Districts, p.78 Recommended Provision, p.80</p>	<ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Recommended library provision for Hornsby Shire LGA is:             <ul style="list-style-type: none"> <li>■ a Central library in Hornsby Town Centre (new facility up to 3,000sqm) servicing the Central District and Hornsby Shire</li> <li>■ district level libraries in Pennant Hills (expand up to 1,000sqm) and Cherrybrook (new 1,000sqm library)</li> <li>■ local level libraries in Galston (expand up 250sqm, relocated to Galston Community Centre) and Berowra (expand up to 350sqm).</li> </ul> </li> <li>■ Overall, this results in a total recommended provision of 6,100sqm, which is close to the provision required by standards (see previous pages).</li> <li>■ All four current libraries are recommended to be co-located with district level community facilities.</li> </ul>	<p>Provision levels data for libraries plus recommended provision, provides basis for assessing adequacy of current facilities and planning for future needs.</p>
<p>Provision Level - Community and Cultural Facilities Provision by Districts, p.85 Recommended Provision, p.86</p>	<p>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.</p> <ul style="list-style-type: none"> <li>■ The South Western sub-district has the greatest gap, requiring close to 1,200sqm of the 1,800sqm demand by 2040.</li> </ul> <p>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 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.</p>	<p>Provision level data for community and cultural facilities can be used to evaluate sufficiency of existing facilities and help strategise for future requirements.</p>

# APPENDIX 5

## HORNSBY SHIRE POLICY LINKAGES

### Community and Cultural Facilities Strategic Plan

<p>Provision Level – Performance Space</p> <p>Performance space: Existing provision, p.90</p> <p>Recommended Provision, p.90</p>	<ul style="list-style-type: none"> <li>■ 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.</li> <li>■ However, it is important not to overstate the proportion of the Hornsby community who identify performance space as a gap in cultural facilities.</li> </ul> <p>The largest performance spaces currently provided by Council are the:</p> <ul style="list-style-type: none"> <li>■ auditorium in the Berowra Community Centre</li> <li>■ large hall in the Cherrybrook Community and Cultural Centre, also known as the Ironbark Room</li> </ul> <p>Performance spaces accessed by Hornsby Hornsby Hornsby Shire residents, but provided by surrounding Council’s or non-Council organisations include:</p> <ul style="list-style-type: none"> <li>■ Roselea Community Centre</li> <li>■ Hornsby RSL</li> <li>■ PCYC Hornsby Ku-ring-gai</li> <li>■ Hornsby War Memorial Hall</li> <li>■ Asquith Boys High School</li> <li>■ Marian Street Theatre in Gordon</li> <li>■ Barker College (Malcolm Williamson Recital Hall)</li> </ul> <p>On balance, it would appear provision of an additional large scale, single purpose performance space in the Hornsby Hornsby Shire by Council would be unsustainable. It has also not been identified as a shortfall by the majority of the Hornsby Shire community in consultation.</p> <p>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.</p>	<p>Data re existing performance spaces and community demand for same informs discussion/ decisions re adding additional large-scale performance spaces or creating a centralised multi-purpose facility.</p>
<p>Provision Level – Community Arts Space</p> <p>Recommended Provision, p. 91</p>	<p>Over a 5-10 year period, it is recommended that the focus be on:</p> <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ 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.</li> <li>■ 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.</li> <li>■ 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 Hornsby Shire where the population is considerably more dispersed.</li> </ul>	<p>Recommendations re community arts spaces and master planning for Wallarobba cluster highlight long-term planning, expansion and creative differentiation for cultural facilities.</p>

# NOTES

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1. The Australia Council for the Arts 2021-2022. The analysis was based on ABS 2017-18 Multipurpose Household Survey. For the first time, the survey included both children (aged 5-14 years) and adults (aged 15 years and over). Detailed information about the results of the cultural attendance and participation surveys can be found on the ABS website [here](#). Further details on the methodology for the survey can be found [here](#)

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  2. Ibid, ABS Cultural Attendance and Participation Surveys, data downloads available [here](#)

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  3. REMplan Business data, ANZSIC codes: 90029; 90010; 90030, exported on Monday, 8 January 2024, REMPLAN™ Copyright 2024.

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  4. Hornsby Hornsby Hornsby Shire Council. "Community and Cultural Facilities Strategic Plan." Fiton Consulting, 2021, p.39

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  5. 85% of respondents were Hornsby Shire residents, among whom 78% have resided in the area for six or more years. Females accounted for 62% of respondents. The largest age cohort was 35-49 years old (29%).

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  6. Ibid, ABS Data technical notes available [here](#); 'For children's attendance and participation, values of 100% should be interpreted as representing a very high participation rate. It does not necessarily reflect that all children with this characteristic participated in the selected activity'

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  7. [ibid](#), p.7

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  8. [ibid](#), p.76

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  9. [ibid](#), p.92-93

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  10. Northern Sydney Regional Organisation of Councils (NSROC). "Social and Cultural Infrastructure Strategy."2020, p.37-38

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### Office hours

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