



Lindfield Community Facilities Study

Final Report

Client:
Ku-ring-gai Council

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Contact:

Sarah Braund/Steve Rossiter
[Elton Contact Email]
(02) 9387 2600

**Sydney
02 9387 2600**

Level 6
332 – 342 Oxford Street
Bondi Junction NSW 2022

www.elton.com.au
consulting@elton.com.au
Sydney | Canberra | Darwin
ABN 56 003 853 101

Prepared by	Sarah Braund/Steve Rossiter
Reviewed by	Steve Rossiter
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Executive summary

This report documents the findings of the Lindfield Community Facilities Study. The study aims to provide a vision and recommendations to guide Council in the planning, design and delivery of new community facilities in Lindfield, including a library and multipurpose community centre.

An early project task involved determining population catchments for both the new library and community centre (with consideration of the distribution of facilities across the Ku-ring-gai LGA). Existing facility provision, gaps, community characteristics and needs within facility catchments were then identified, and future estimated population growth considered, to ensure the new facilities will meet the needs of the community, not only at completion, but into the future.

The application of State Library of NSW standards determined that a library of 1,265 square metres will be required to meet the needs of the identified library catchment population (of 26,986 people in 2031). In the absence of similar standards for community centres, this study considered rates of provision from other local government areas and existing rates of provision in Ku-ring-gai LGA, to determine a floor space for the new Lindfield community centre. The study concluded that a multi-purpose community centre of 1,190 is required to serve the community centre catchment (of 50,786 people in 2031).

In determining requirements for the new facilities, this study involved a review of existing Council facilities to identify opportunities for retention of suitable facilities. It is intended that the district community centre and library, together with these retained, smaller, local-level facilities will form a facility network that will collectively meet the needs of the district community. Also identified were opportunities for the relocation of uses in other existing facilities to the new library and community centre (and rationalisation of these facilities).

This study also involved a review of case studies of existing community facilities from across Australia to determine key factors for success. This review informed the development of guiding principles that will promote the provision of new, successful community facilities in Lindfield. An assessment of two proposed siting options for the new library and community centre was also undertaken. This involved assessing the sites against the proposed principles and as well considering input received during consultations conducted with stakeholders (Council staff, community organisations, groups and state government agencies). Co-locating the library and community centre in a community hub, in the west of the Lindfield local centre on Woodford Lane, was identified as the preferred option as:

- » Co-location of community facilities is widely recognised as an efficient, economically sustainable model of provision by many local governments and emerged as an important principle in consultations conducted. The Woodford Lane site was the only site on which co-location could be achieved
- » A proposal by Transport for NSW for a commuter car park on the Woodford Lane site presents an opportunity to fast-track the provision of community facilities in Lindfield
- » The site presents opportunities for the creation of a new community focal point and gathering space in the west.

While the Woodford Lane site is identified as the preferred option, this report acknowledges there are issues relating to the site in its current form, in particular a lack of connection to surrounding land-uses and general inactivity. These issues however, can be addressed and it is proposed that an integrated master planning approach be adopted. This process would seek to transform the site

through the introduction of activating land-uses (retail, commercial, and/or residential) in addition to the proposed community facilities and a new town square (also considered for the site). It would also aim to strengthen connections to surrounding land-uses and transport. It is proposed that the master planning process think beyond the built form, adopting a placemaking focus that considers and plans for the programs, events and everyday social life critical for the activation of the site.

Consultations conducted for this study, as well as lessons from case studies, also assisted in developing a vision for the proposed Lindfield facility including the desired character as well as the spaces and amenities required including:

- » A common foyer/entrance area shared between the library and community centre with access to public toilets and a potential café. (The foyer space to be included in, and split between, the floor space for the library and community centre)
- » A library (including reception, collection space, children's and youth areas, reading and study areas, meeting room, staff office/administration space and staff amenities)
- » A multipurpose community centre that includes:
 - > A multipurpose hall with capacity for approximately 200 people
 - > A large flexible, divisible meeting/activity space (approximately 150 people capacity)
 - > Service provision space including designated office space for organisations to be permanently accommodated, three clinic rooms to accommodate health services (potentially relocating Lindfield early childhood health services), hot office space for outreach services, interview/counselling rooms and waiting areas
 - > Staff spaces and amenities
 - > Kitchen amenities including a commercial kitchen connected to the hall as well as kitchenettes in the meeting/activity rooms
 - > Storage and maintenance amenities
- » Outdoor spaces. In addition to co-locating the facility with a town square, direct access to outdoor space from hub spaces is recommended
- » A café connected to the facility foyer and town square.

This report also provides recommended next steps for Council in the planning process. These include:

- » A feasibility assessment of the site to determine a viable land-use mix (it is understood that this assessment is currently being undertaken)
- » A review of the need for other potential uses and inclusions such as an occasional care centre
- » Development of a master plan for the site in coordination with Transport for NSW
- » Identification of potential partnerships (in particular with government agencies and other organisations) and determining the service providers to be accommodated in the proposed service provision space in the community centre
- » Determining a management arrangement for the facility
- » Development of a design brief for an architect and designing a suitable process (including on-going consultation with potential facility users)
- » Facility and site programming that ensures a broad range of community needs and interests are met.

1 Introduction

1.1 Purpose

This report documents the outcomes of the Lindfield Community Facilities Study, commissioned by Ku-ring-gai Council. The study was undertaken to determine the requirements for two new district level community facilities in Lindfield – a library and a multipurpose community centre, accommodating various activities and services.

The study aimed to identify community needs and community facility provision gaps and to determine a vision and guidelines for the facility (informed by stakeholder input) which will guide the planning, design and delivery of new district level community facilities at Lindfield. The findings of the study, contained within this report, will also inform the selection of a preferred siting option, as well as the development of a design brief that will be used to commission an architect for the new facilities.

1.2 Methodology

The Lindfield Community Facilities Study has involved the following tasks:

- » A review of previous studies, strategies and Council directions to gain an understanding of the study context, set project parameters and identify opportunities
- » Determining population catchments for the proposed facilities and an analysis of the existing communities within these catchments
- » A review for the existing population, community needs, existing facility provision and gaps
- » Examining future population growth and change within the facility catchments
- » Considering contemporary trends in community facility provision
- » Undertaking consultation to gain stakeholder input
- » Determining potential uses and users of the proposed facilities
- » Developing a vision for the facilities, including determining overarching planning principles, the desired character and the spaces and amenities required
- » Analysis of siting options and determining a preferred option
- » Compiling study findings in this report to Council that will inform a design brief.

1.3 Report structure

This report outlines the tasks undertaken and the study findings in the following chapters:

Chapter 2: Study Context

Chapter 3: Facility catchments and existing community

Chapter 4: Existing facility provision and gaps

Chapter 5: Population growth, standards and rates of provision

Chapter 6: Case study research and guiding principles

Chapter 7: Consultation

Chapter 8: Siting options analysis and preferred approach

Chapter 9: A vision for the Lindfield facility

Chapter 10: Other key considerations

Chapter 11: Summary and next steps.

2 Study context

This chapter explains the context in which this study is undertaken by providing background information including a summary of findings from previous Ku-ring-gai community facility studies, Council decisions made in response to these studies, opportunities that have arisen and other Council strategies of interest.

2.1.1 Community facility studies

A review of past community facilities studies provided context to the planning of district level community facilities in Lindfield. The following outlines key insights from two key studies of interest – *Ku-ring-gai Council Library Facilities Study* and *Ku-ring-gai Community Facilities Strategy*.

Ku-ring-gai Council Library Facilities Study

The *Ku-ring-gai Council Library Facilities Study* (Dr David Jones, 2004), commissioned by Council, identified significant inadequacies in the current provision of library facilities in the LGA, particularly in Lindfield. The existing 300 square metre Lindfield Branch Library was found to be significantly smaller than required and an older style building unable to meet contemporary community needs.

The study report highlights the impact of urban consolidation experienced in the LGA on the demand for library services, not only due to the increase in population but also the need for study or leisure space not available in the home. The report states that libraries are recognised as important focal points for the community, providing formal activities and services as well as informal meeting points.

The study identifies the following library catchments in line with Ku-ring-gai Planning Precincts and proposes retention of this hierarchy and distribution of library facilities in the LGA:

- » Northern – Wahroonga and part Turramurra
- » St Ives – St Ives and part Turramurra
- » Central – Gordon, Killara and Pymble
- » Southern – Roseville and Lindfield

The report proposes construction of a new branch library in Lindfield of 1,181 square metres based on standards outlined in the Library Council of NSW's publication *People Places: a guide for public library buildings in New South Wales* (for a projected population of 25,227 in the southern catchment in 2026).

The report proposes co-locating this library with other facilities in a building which could also include a youth space, senior citizens' space, multipurpose areas and a residential component. The study identifies two suitable, potential sites:

- » The existing library site
- » Woodford Lane car park on the western side of the Pacific Highway.

The report explains that these sites are of preference over other possible sites, including a Council owned car park on Tryon Road which, it is explained, is not large enough to allow co-location with other community facilities.

Ku-ring-gai Community Facilities Strategy 2009

The Ku-ring-gai Community Facilities Strategy (Elton Consulting, July 2009) documents a study of community facility provision across the LGA and recommendations future provision through to 2031. In summary, the study found existing facilities in general to be:

- » Old, out-dated and no longer fit for purpose
- » Neither capable nor appropriate to meet the needs of the future population
- » Not built for purpose but have been adapted resulting in internal layouts that restrict certain uses
- » Well-used and at, or close to, capacity (despite their poor condition).

The strategy identified the following needs:

- » A need to expand and upgrade library facilities to meet contemporary standards and respond to the heavy utilisation of libraries within Ku-ring-gai
- » A need for quality, multi-purpose space in accessible locations for a variety of social, leisure and cultural activities and programs, particularly for adults
- » Specific cultural facilities for performing and visual arts, including workshop, exhibition, rehearsal and performance spaces
- » Spaces for social and leisure activities and programs for young people
- » Services, leisure and learning opportunities to support an active, ageing population
- » Expansion and upgrading of facilities providing accommodation for services that address the social care needs of residents
- » More childcare facilities to help reduce existing waiting lists
- » Indoor recreation facilities for all age groups.

The strategy identifies a need for a larger, centrally located library and a multipurpose community centre in Lindfield.

2.1.2 Planning decisions, opportunities and siting options

With the need for new community facilities in the LGA established in past studies, Council has been planning in recent years for:

- » Retention of the current distribution of libraries in the Ku-ring-gai LGA – Gordon as the central library and branch libraries in Turramurra (serving the north), St Ives (serving the north-west) and Lindfield (serving the south)
- » Upgrade or replacement of library facilities to meet current standards and community needs. This would involve development of a new library in Lindfield
- » Provision of district level multipurpose community centres in Turramurra, St Ives and Lindfield and a sub-regional level cultural facility in Gordon.

The *Ku-ring-gai Town Centres Public Domain Plan 2010* (Ku-ring-gai Council, adopted 23 November 2010) proposed the following for Lindfield:

- » A new large town square and library in the east of the Lindfield centre, on the Council car park at Kochia Lane/Tryon Road with leisure-based retail uses (cafes and restaurants) creating a major community focal point

- » A new village green and multi-purpose community centre on the west of the Lindfield centre on the Council car park at Woodford Lane.

Council undertook some preliminary planning work to understand the possible inclusion of the library on the eastern/Tryon Road site. A concept plan produced proposed a village green, two storey underground car park and an optional two storey library building (as illustrated in the image below).



Figure 1: Concept plan for Tryon Road site showing village green and two storey library building

Image: Ku-ring-gai Council

On 29 May 2012, the NSW Government's Transport for NSW (TfNSW) announced it would build and fund a new commuter car park in Woodford Lane, Lindfield. The commuter car park plan provided an opportunity for Council to bring forward vital urban design and community facilities in the Lindfield local centre which might otherwise be delayed many years. Council identified the following opportunities for development of the site in conjunction with TfNSW's proposed development:

- » The potential for new community facilities to be located on the site as part of the development
- » The potential for some form of commercial use on the site ranging from buildings up to three storeys that incorporate cafés and public amenities on the ground level, and two levels of commercial/residential space on the upper levels through to a supermarket based retail shopping centre (at basement level). The inclusion of commercial uses within the project would potentially provide revenue opportunities for Council
- » Development contributions (as directed by the *Ku-ring-gai Contributions Plan 2010 - Works Programmes*) could fund the new park, streetscape improvements and road improvements works. They would also cover about 33% of the cost of a multi-purpose community facility (with a shortfall of approximately \$3.4 million)

The following actions have since been undertaken:

- » Council commenced the process to reclassify the site from 'Community' land to 'Operational' land, to assist delivery of the car park and provide Council with the flexibility to consider other

opportunities for the site in conjunction with the delivery of the car park. An early concept plan produced for the site indicates potential uses

- » Council has been liaising with community groups throughout the process. Council and the community indicated to TfNSW that an above ground car park on this important site is not a satisfactory outcome
- » Council officers prepared a master plan project brief which was issued to TfNSW in February 2013. Since that time Council has been working with representatives of TfNSW to refine the project brief to be suitable for both parties. TfNSW has given assurances that the project program has now been significantly extended to allow time for proper planning to take place
- » Council has commissioned this study to determine a desired siting option and requirements for the community facilities and is currently undertaking a feasibility analysis of various land-use mix options to inform planning for the site.

The following concept, produced by community group Support Lindfield, illustrates potential land-uses for inclusion in the development of the Woodford Lane site.

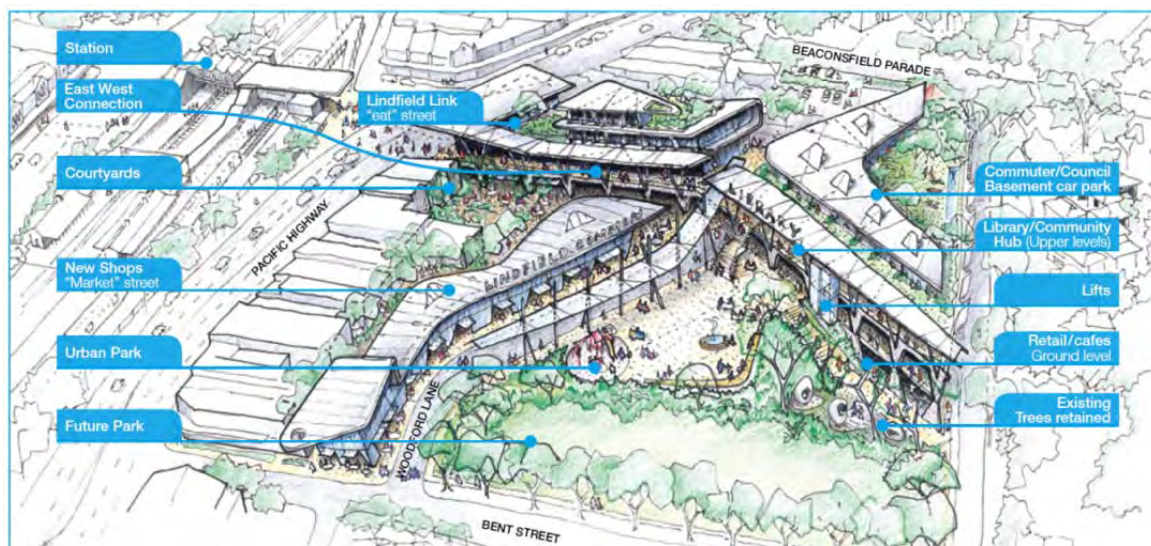


Figure 2: Early concept for the Woodford Lane site showing town square, community facilities and commuter car park

Image: Support Lindfield

2.1.3 Other relevant strategies

Other Council strategies of interest to this study are summarised below. These documents provide insight into community needs and community facility provision requirements.

Ku-ring-gai Aging Strategy Background Paper

The *Ku-ring-gai Aging Strategy Background Paper* (Cred Community Planning, June 2013) highlights the high proportion of older people in the Ku-ring-gai LGA and the importance of planning to meet the increasing needs of this group in the future, including through the provision of community facilities and services. Key points of interest to this study are listed below:

- » In 2011, the Ku-ring-gai LGA had a significantly higher proportion of people aged 65 years or more (17.4%) compared with Greater Sydney (12.8%). Also (related), high proportions of lone person households (LGA=9.8%, GS=8.0%) and high proportions of people 65 years and older in separate houses

- » There are a significant number of nursing homes and retirement villages clustered in the southern section of the LGA
- » The report discusses the important role community facilities play in fostering a social network for older people – to assist in reducing incidents of social isolation and the key role played by local government in the direct provision of community facilities.
- » Services for older people in Ku-ring-gai will increase in importance and use as the population ages. There will be a growing need for spaces to meet the social, leisure and learning needs of older people who wish to remain healthy, active and involved
- » Key trends and current practice is for the provision of facilities for older people as part of multipurpose facilities, rather than 'seniors centres'. Multipurpose facilities provide for a broad range of groups and provide opportunities for these different groups to interact. Other trends include:
 - > Co-location of services in one facility
 - > Co-location of facilities as part of a community hub that is connected to public space, pedestrian access and cycleways
 - > Libraries as community focal points with broad range of offerings for a wide range of user groups
- » Previous consultation identified that residents preferred to participate in activities and programs that were held in multipurpose or co-located facilities
- » Older people have a strong interest in technology sessions at Ku-ring-gai libraries. Older people tend to use libraries in the morning – meeting friends in the recreational reading areas and using magazines and newspapers. Local studies resources are also popular. Two branch libraries also have active knitting groups
- » Lindfield Senior Citizens Centre is a popular facility with an active seniors group
- » Ku-ring-gai Arts Centre (in Roseville), although not an age specific facility, has a high proportion of older users indicating interest in cultural and creative activities by older people
- » Existing facility and service gaps include:
 - > Commonwealth and community care services with an increasing demand for these services, which are in an overcrowded facility in Council's Turramurra Community Centre
 - > Community transport services
 - > Long waiting lists for Community Aged Care Packages.

Ku-ring-gai Youth Strategy 2013 to 2018

The *Ku-ring-gai Youth Strategy 2013 to 2018* (Cred Community Planning, 2013) provides a direction for planning for young people in the LGA (including through the provision of community facilities and services). Key points of interest to this study are listed below:

- » Council's vision for young people – *Young people in Ku-ring-gai will be safe, healthy and able to access the services, housing, social connections, and recreational places to support them to live, study, work and play well in the area*
- » To achieve this vision, Council will take a leadership role in initiating, preparing and maintaining the strategy on behalf of the Ku-ring-gai community. The strategy will be delivered in an integrated way across all its operational units. Council is committed to work in partnership with all levels of government, non-government agencies, the community, local business and, most importantly, local young people. Council will work together to continue to ensure that its approach to youth remains relevant, integrated and inclusive

- » Ku-ring-gai Council supports the needs and aspirations of young people through a range of program development, service delivery, infrastructure provision and design, operational and planning areas including:
 - > Coordination of three youth centres
 - > Management and hiring of community halls
 - > Provision of four libraries that are highly utilised by high school and university students
 - > Management of public spaces used by young people
 - > Strategic planning for a youth friendly public domain
- » Young people in the Ku-ring-gai LGA are an educated, engaged, active, community aware, and environmentally minded group
- » In 2011 in Ku-ring-gai had a high proportion of young people 12-17 years compared to Greater Sydney
- » Cultural diversity is increasing in Ku-ring-gai. In 2006 17% of the youth population spoke a language other than English at home, and by 2011 this had risen to 21%. The most common languages spoken at home by youth were Mandarin (4.6% or 967 people), Cantonese (5.0% or 1040 people), and Korean (2.4% or 501 people). The suburb with the highest proportion of young people who spoke Mandarin or Cantonese at home was East Killara
- » The high number of schools in the LGA means that young people of school age have a good level of access to sporting fields, pools, halls and other school facilities
- » While Council currently owns and operates three youth centres, these facilities are not purpose built
- » There are opportunities through Council's future town centre improvements and plans for multipurpose community facilities and libraries to provide purpose built youth spaces within future facilities
- » Key engagement findings and recommendations:
 - > Young people did not feel they had enough access to local health services such as bulk billing medical centres and a confidential place young people could go with mental health concerns
 - > Health services should be available for culturally and linguistically diverse (CALD) young people, and also young adults 18-24 years old who 'fall between the gaps' between child/adolescent services and adult services
 - > Public spaces where young people can hang out and be with their friends were identified as important to many young people. Young people hoped for high-quality town centres where they can safely congregate and organise social activities. As part of Council's town centre planning, consider the need to include youth spaces within any future multipurpose facilities and libraries
 - > Young people ideally wanted all public spaces to have Wi-Fi, including outside of libraries and in public indoor and outdoor areas. Investigate installing high speed Wi-Fi and power outlets in town centres and public spaces
 - > Young people believe there is a lack of night-time activities in Ku-ring-gai and also would like entertainment facilities such as cinemas and larger shopping centres and some after hour's spaces and activities such as informal spaces where they can get together or a venue for live bands. Council could encourage youth-friendly entertainment venues in Ku-ring-gai such as a music venue, wine bars or after hour's café.

- > Engagement demonstrated that many young people find sports (including non-competitive sports) a good opportunity to socialise. Informal youth recreation spaces are important because they provide places for young people to get together with their friends and families while being positively engaged in healthy activities
- > Like adults, young people want their environments to be safe, friendly, inclusive and include facilities that are flexible and easily accessible
- > While Ku-ring-gai Council has three dedicated youth centres for youth programs, these are not purpose built or necessarily located near transport hubs or other related services. There are opportunities through Council's planning of new community facilities to consider the co-location of youth spaces. As with all age-specific facilities, the trends and current practice in youth facility provision is for youth space to be provided as part of a multipurpose facility, a library, or a civic space (rather than a standalone, single-purpose facility). These facilities should also be adjacent to, or have close access to, outdoor space for active recreation and be located near transport links
- > Libraries are valuable to youth as a reliable place to study. Ku-ring-gai has a higher proportion of secondary school and tertiary level students who rely on libraries as study spaces. During engagement, youth said that libraries, especially Ku-ring-gai Library (located at Gordon), were often overcrowded with young students, especially around exam time. Consider the needs of young people who require study space and spaces amenable to group work in future library provision. Ensure libraries are outfitted with access to Wi-Fi and power outlets at all desks.

Study context – key implications

- » Past studies have identified inadequacies with current library provision in Lindfield and the need for a new library facility
- » Past studies have also identified inadequacies in community facility provision across the LGA including in Lindfield
- » In response to these past study findings, Council has been planning in recent years for the upgrade and replacement of the library and a new multipurpose community centre in Lindfield. A number of approaches have been considered by Council including the following outlined in the *Ku-ring-gai Town Centres Public Domain Plan 2010* (Ku-ring-gai Council):
 - > The proposal for a new town square and library in the east of the Lindfield local centre, on the Council car park at Kochia Lane/Tryon Road
 - > A new village green and multipurpose community centre on the west of the Lindfield local centre on the Council carpark at Woodford Lane
- » NSW Government, Transport for NSW's (TfNSW) plans for a new commuter car park in Woodford Lane provided an opportunity for Council to bring forward the development of a new community facility on the site. Council also identified opportunities for greater development of the site in conjunction with the car park. New development could include commercial, retail and/or residential uses in addition to a community facility
- » The above opportunities presented siting options to be considered during this study. These options are further examined in chapter 8 – 'Siting options analysis and preferred approach'
- » Existing Council strategies provided background information on community needs and interests, as well as facility and service gaps. Findings from the *Ku-ring-gai Youth Strategy 2013 to 2018* and *Ku-ring-gai Aging Strategy Background Paper* informed the initial identification issues relating to community needs and facility gaps including:
 - > The increasing demand for services, programs and activities (social, leisure, learning, cultural and care) for older people
 - > The need for purpose built youth spaces in multipurpose community facilities and libraries and more public open spaces for informal activities such as socialising
 - > The need for additional services (including health services), programs and activities for young people.
- » This study involved the identification of additional needs and gaps through a review of the existing and projected community, existing facility provision and consultation with stakeholders (outlined in this report).

3 Facility catchments and existing community

This chapter outlines the proposed population catchments for the Lindfield district community facilities and provides a profile of the community within these catchments. This profiling involved an analysis of population and demographic data and was undertaken to identify characteristics that indicate the level and types of needs of the community to be considered in the planning and design of the facilities.

3.1 Facility catchments

The proposed Lindfield facilities are intended to be district level facilities, that is, larger facilities serving a catchment broader than a single, local area or suburb. An early project task involved determining and mapping these district catchments and understanding the size and characteristics of the communities within these catchments. This was of importance as:

- » A catchment population size will influence the size of facility required
- » The characteristics of a community indicate potential community interests, preferences and needs which suggest possible programs, activities and services to be provided at the new facility, which in turn indicate the spaces and amenities required.

It is noted that catchments are not definitive, physical areas and people will cross suburb and LGA boundaries to utilise facilities that meet their interests and needs. Catchments do however, represent the communities that are most likely to use facilities on a regular basis.

In determining catchments, consideration was given to the distribution of existing community facilities across the LGA, as well as planned facilities.

The catchments for the Lindfield facilities, determined in this study, are explained below.

Library catchment

The Lindfield Branch Library is one of three branch libraries in the LGA (along with St Ives and Turrumurra) with Gordon as the central library. The distribution of these libraries suggests the catchment for the new Lindfield Branch Library will include the suburbs of Lindfield, East Lindfield, Roseville and Roseville Chase. This catchment is illustrated on the following map.

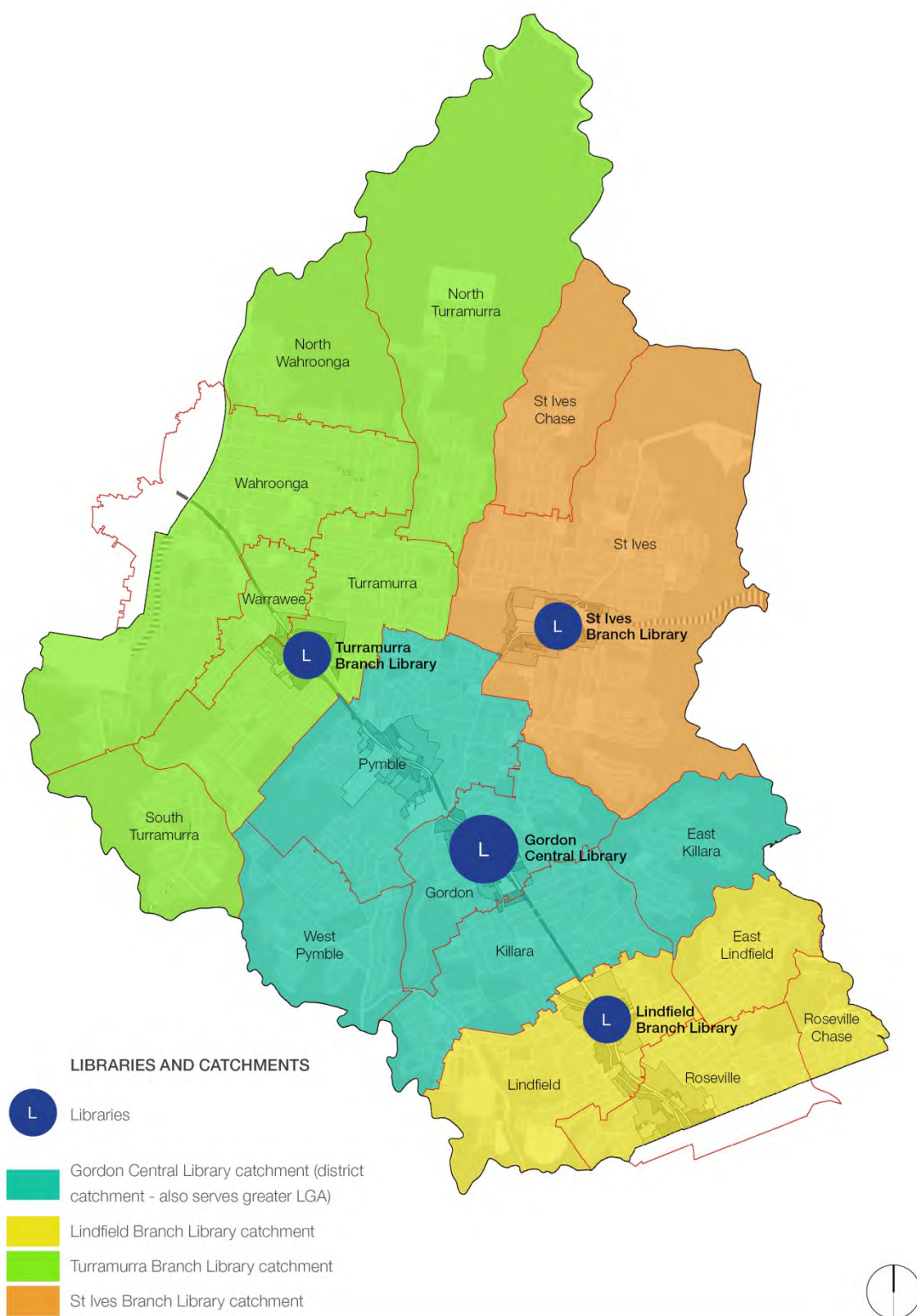


Figure 3: Ku-ring-gai library catchments
Image: Elton Consulting

Multipurpose community centre catchment

The proposed Lindfield multipurpose community centre catchment will differ from the new library catchment. The proposed multipurpose community centre in Lindfield will be one of three district level community centres. The other facilities are proposed for St Ives and Turramurra. A cultural/civic facility is also currently planned for Gordon that will provide a different range of offerings and will service the greater LGA. It is, therefore, proposed that the community centre needs of the Gordon community will need to be factored into the Lindfield facility. The catchment for the Lindfield multi-purpose community centre is, therefore, envisaged as the suburbs of Gordon, Killara, East Killara, Lindfield, East Lindfield, Roseville and Roseville Chase. The proposed catchments for the Ku-ring-gai district community centres are illustrated on the following map.

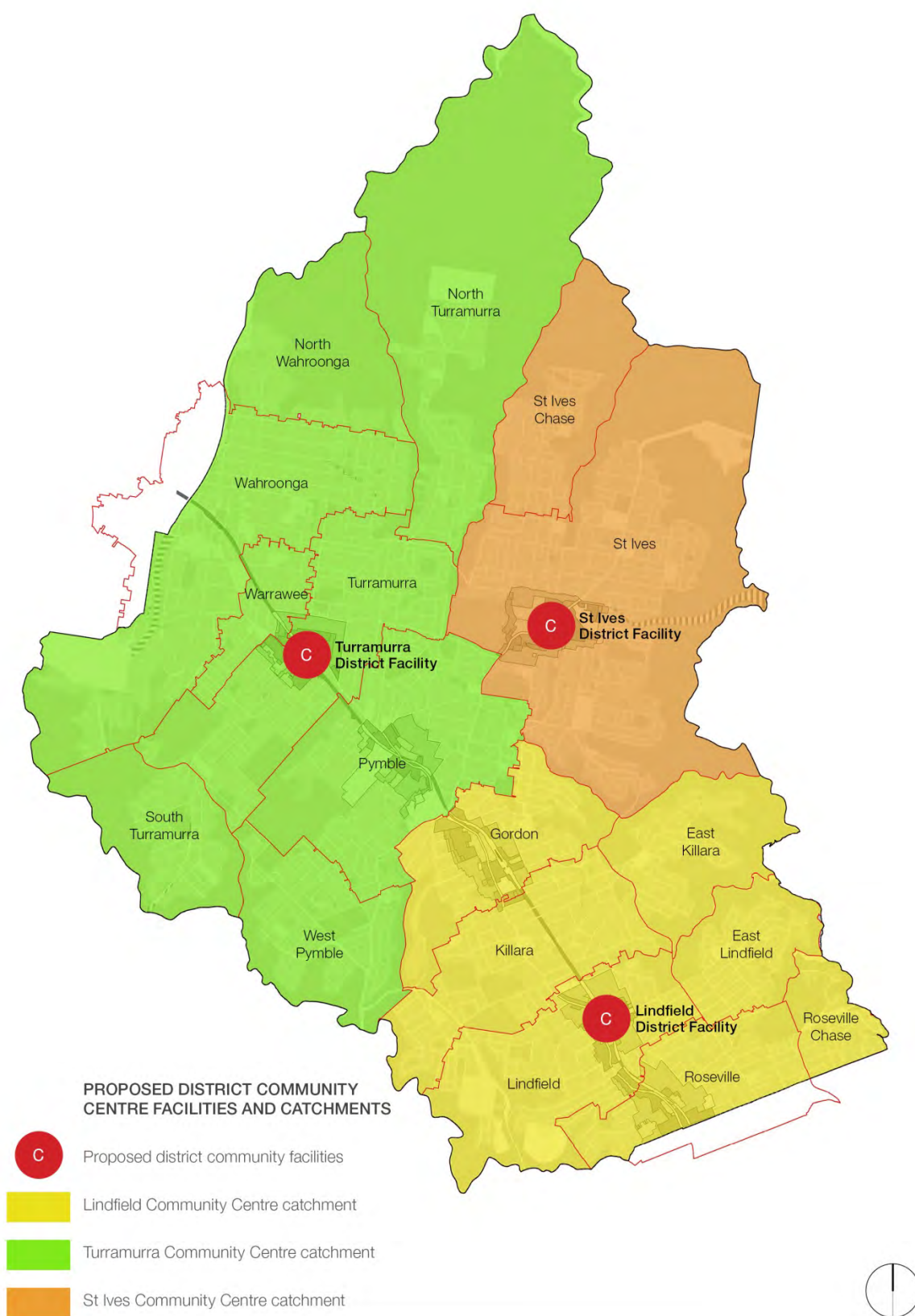


Figure 4: Proposed Ku-ring-gai district community centre catchments

Image: Elton Consulting

3.2 Population

Ku-ring-gai community profile.id¹ data has been used to determine the population of the Lindfield library and district community centre catchments.

Library catchment population

In 2011, the population of the proposed Lindfield library catchment was **21,095** (a total of the populations of the catchment suburbs, as outlined in the following table).

Area	Population
East Lindfield	3,535
Lindfield	8,986
Roseville-Roseville Chase	8,574
Total (Lindfield library catchment)	21,095

District community centre catchment population

In 2011, the population of the proposed Lindfield district community centre catchment was **39,512** (a total of the populations of the catchment suburbs, as outlined in the following table).

Area	Population
Gordon	6,456
East Killara	2,874
Killara	9,087
East Lindfield	3,535
Lindfield	8,986
Roseville-Roseville Chase	8,574
Total (Lindfield district community centre catchment)	39,512

3.3 Facility catchment community characteristics

This study analysed 2011 *Census of Population and Housing* data (Australian Bureau of Statistics) to understand the characteristics of the facility catchments. This was selected as the preferred data source for this task (in preference to profile.id data) as the Census provided data for combined suburbs/areas, aligned with the catchments, allowing analysis of the characteristics of each catchment as a whole.

For the library catchment the following Census area was utilised:

- » Lindfield-Roseville SA2 area – consisting of the suburbs of Lindfield, East Lindfield, Roseville and Roseville Chase.

The proposed community centre catchment consists of the following two Census areas:

- » Lindfield-Roseville SA2 area – consisting of the suburbs of Lindfield, East Lindfield, Roseville and Roseville Chase
- » Gordon-Killara SA2 area – consisting of the suburbs of Gordon, Killara and East Killara.

The characteristics of these areas are described below using the Ku-ring-gai LGA and the Greater Sydney metropolitan area for comparison.

¹ Ku-ring-gai Community Profile, profile.id data. Website accessed December 2013, <http://profile.id.com.au/ku-ring-gai>

3.3.1 Age profile

In 2011, the Ku-ring-gai LGA community was characterised by an older population with a median age of 41 years compared to Greater Sydney (36 years) consisting of a high proportion of people aged 60-74 years and a very high proportion of older people 75 years and older. The LGA was also characterised by a high proportion of school aged children 5-14 years and 15-19 years compared to Sydney.

The Gordon-Killara area was similar in profile to the LGA however, it had a higher proportion of young people aged 20-24 years.

The Lindfield-Roseville area was characterised by:

- » A higher proportion of young children 0-4 years compared to the LGA
- » A high proportion of school aged children 5-14 years compared to the LGA (significantly higher than Greater Sydney)
- » Lower proportions of older people over 60 years (although still higher than Greater Sydney).

3.3.2 Household structure

In 2011, the Ku-ring-gai LGA was characterised by high proportions of couple families with children and very low proportions of one parent families and lone person households compared to Sydney.

Ku-ring-gai is relatively unique in that, typically areas with older populations have high proportions of one person households. It is reasonable to assume that a considerable proportion of the LGA's older people live as couple families and, therefore, a significant proportion of the 'couple families without children' are older people (as opposed to young couples).

The catchment areas differ in that, although lower than Greater Sydney:

- » Both catchment areas had higher proportions of lone person households compared to the LGA
- » Gordon-Killara also had a high proportion of one parent families compared to the LGA.

3.3.3 Dwelling type and tenure

In 2011:

- » The Gordon-Killara area had a significantly higher proportion, and the Lindfield-Roseville area a higher proportion, of people living in higher density dwellings compared to the LGA (although both catchments were low compared to Greater Sydney)
- » The Gordon-Killara area had lower levels of home ownership than the LGA (although significantly higher than greater Sydney) and higher proportions of people in rented accommodation than the LGA (although significantly lower than Greater Sydney)

3.3.4 Education enrolment

In 2011:

- » Lindfield-Roseville had a high proportion of primary school students compared to the LGA (significantly higher compared to Greater Sydney)
- » Gordon-Killara had a high proportion of secondary school students and university or tertiary institution students compared to the LGA (both significantly higher compared to Greater Sydney).

3.3.5 Employment and income

In 2011:

- » The facility catchment areas had similar proportions of people employed full-time to the LGA (although marginally lower than Greater Sydney)
- » The facility catchment areas had similar proportions of people employed part-time compared to the LGA (which is significantly higher than Greater Sydney)
- » The Gordon-Killara area had a higher proportion of unemployed people than the LGA (although lower than Greater Sydney)
- » Similar to the LGA, the facility catchment areas had high proportions of people working employed in 'professional' or 'manager' roles compared to Greater Sydney suggesting a highly qualified population.
- » Also similar to the LGA, the facility catchment areas were characterised by high median weekly household incomes, significantly higher than the Greater Sydney median.

3.3.6 Cultural background

In 2011, Ku-ring-gai had a similar proportion of people born overseas compared to Sydney. The catchments however, differ in that:


- » The Gordon-Killara catchment is characterised by a high proportion of people born overseas
- » The Lindfield-Roseville catchment is characterised by a low proportion of people born overseas.

With a significant proportion of these overseas born residents coming from English speaking countries (England, South Africa and New Zealand), the LGA had low proportions of people speaking a language other than English at home. The Gordon-Killara catchment however, differed from the LGA in that:

- » The area had higher proportions of overseas born people compared to the LGA and Greater Sydney. The most common countries of birth (other than Australia) being China, England and Hong Kong.
- » The area had higher proportions of people speaking a language other than English at home. The most common languages being Cantonese, Mandarin and Korean.

Characteristic	Lindfield-Roseville 2011	Gordon-Killara 2011	Ku-ring-gai LGA 2011	Greater Sydney 2011
Age groups	%	%	%	%
0-4 years	6.1	4.6	5.3	6.8
5-14 years	16.5	14.4	15.3	12.4
15-19 years	7.5	8.9	8.0	6.3
20-24 years	5.7	6.2	5.8	7.0
25-59 years	49.2	43.4	42.5	49.6
60-74 years	7.2	13.5	14.1	11.8
75+ years	7.7	9.2	9.1	6.0
Median Age (years)	40	41	41	36
Household structure	%	%	%	%
Couple with children	59.1	55.5	56.8	48.9
Couple without children	29.4	31.3	32.2	33.5
One Parent family	10.0	11.6	9.9	15.7
Lone person	17.4	17.3	16.2	22.6
Group	1.9	1.8	1.4	4.3
Dwelling type and tenure	%	%	%	%
Low density	76.7	70.9	79.3	60.9
Medium density	3.2	3.5	4.3	12.8
Higher density	19.6	25.5	16.3	25.8
Owned outright or with a mortgage	80.0	77.5	82.3	65.2
Rented	17.4	19.8	15.1	31.6
Education enrolment	%	%	%	%
Pre-school	6.7	4.6	5.8	5.7
Primary school	30.4	25.0	28.8	24.7
Secondary school	25.6	29.3	27.7	20.4
Technical or further education	3.6	4.3	3.9	7.6
University or tertiary institution	18.7	21.6	19.5	16.5
Employment and income	%	%	%	%
Employed full-time	58.6	57.9	58.1	62.1
Employed part-time	32.2	32.1	32.7	26.7
Unemployed	4.1	5.3	4.4	5.7
'Professional' or 'manager'	61.5	61.4	59.7	38.8

Characteristic	Lindfield-Roseville 2011	Gordon-Killara 2011	Ku-ring-gai LGA 2011	Greater Sydney 2011
Median household income (weekly)	\$2,558	\$2,384	\$2,508	\$1,447
Cultural background	%	%	%	%
Indigenous	0.09	0.13	0.13	1.2
Overseas born	36.4	45.0	39.2	40.1
Country of birth other than Australia (5 most common)	England (5.5) China (3.7) Hong Kong (2.9) New Zealand (2.2) Republic of Korea (1.5)	China (6.7) England (5.3) Hong Kong (4.3) Republic of Korea (3.1) South Africa (2.3)	England (6.2) South Africa (3.9) China (3.4) Hong Kong (2.5) New Zealand (2.2)	England (3.5) China (3.4) India (2.0) New Zealand (1.9) Vietnam (1.6)
Language other than English spoken at home	25.5	34.2	24.4	37.8
Language spoken (5 most common)	Cantonese (6.3) Mandarin (4.1) Korean (1.8) Japanese (0.9) Italian (0.7)	Cantonese (8.9) Mandarin (7.5) Korean (3.6) Japanese (1.2) Persian (0.9)	Cantonese (4.9) Mandarin (3.8) Korean (0.7) Persian (0.2) Japanese (0.7)	Arabic (4.1) Mandarin (3.0) Cantonese (3.0) Vietnamese (1.9) Greek (1.8)

 Denotes statistic of interest

Facility catchment populations and community characteristics – key implications

- » The characteristics of the proposed library catchment of 21,095 people in 2011, suggest the need to accommodate:
 - > Resources and activities for parents, babies and young children (0-4 years)
 - > Resources and activities for school aged children 5-14 years (e.g. homework clubs and school holiday activities)
 - > Resources and activities for high school students (e.g. HSC resources, seminars and tutoring, study areas and reading rooms, youth events)
 - > Resources, programs and activities for older people. Creating a high level of accessibility to the library by car and public transport (including adequate car parking) as well as within the library (including lifts, adequate circulation space, accessible furniture and amenities) should also be a high priority
 - > Opportunities to sit, read relax and socialise to encourage people living in lone person households to be socially connected and engaged
- » The characteristics of the proposed community centre catchment of 39,512 people in 2011, suggest the need for the provision of the following at the proposed Lindfield community centre and spaces to accommodate these:
 - > Activities, programs and services for parents, babies and young children (e.g. early childhood health services, playgroup, mothers groups)
 - > Activities, programs and services for school aged children (e.g. dance, gymnastics and martial arts classes, vacation care, tutoring and school holiday activities)
 - > Activities, programs and services for young people (including youth groups, events as well as targeted support services)
 - > Activities and programs for older people (e.g. gentle exercise, social and interest groups and classes and computer training)
 - > Opportunities to sit, read relax and socialise as well as activities that encourage people living in lone person households to be socially connected and engaged. Such spaces also provide second 'living rooms' for people living in higher density dwellings (where there may be limited area for social interaction)
 - > Opportunities to host private functions (e.g. children's parties, family celebrations). Such spaces are particularly important for people living in higher density dwellings due to a possible limitation in the home
 - > Language information, classes and support services for people with non-English speaking backgrounds as well as social and cultural activities for these groups
 - > Outreach employment services (in response to higher levels of unemployment in the Gordon-Killara catchment).

4 Existing facility provision and gaps

This chapter provides an overview of the existing Council community facilities serving the facility catchments identified in the previous chapter. A review of the existing facility provision, together with the analysis of the existing population, informed the identification of community facility gaps in the catchment areas. These gaps, outlined at the end of this chapter, were used to determine the requirements for new community facilities in Lindfield.

4.1 Existing library facility provision

There is one library facility provided in the proposed Library catchment – the Lindfield Branch Library. The 300 square metre facility, built in 1954, is situated close to the Lindfield local centre on the Pacific Highway.



Figure 5: Lindfield Branch Library

Image: Elton Consulting

The *Ku-ring-gai Council Library Facilities Study* report (Dr David Jones, July 2004) describes the library as:

- » Inadequate in size (less than a third of the recommended size according to State Library standards)
- » “Poorly designed, badly laid out and chronically overcrowded”.

Discussions with Council's library staff identified a number of gaps that prevent the library from delivering modern services to meet the needs of the community including:

- » Inadequate space for all activities and collections
- » A shortage of shelving
- » Lack of study and reading spaces
- » An inadequate children's area and lack of separation of this area
- » Inadequate space for events
- » A lack of contemporary technology inclusions.

Council's Library and Cultural Services Manager also identified a lack of adequate parking as well as issues relating to access, with vehicular access to the library from the Pacific Highway viewed as unsafe, particularly by older people.

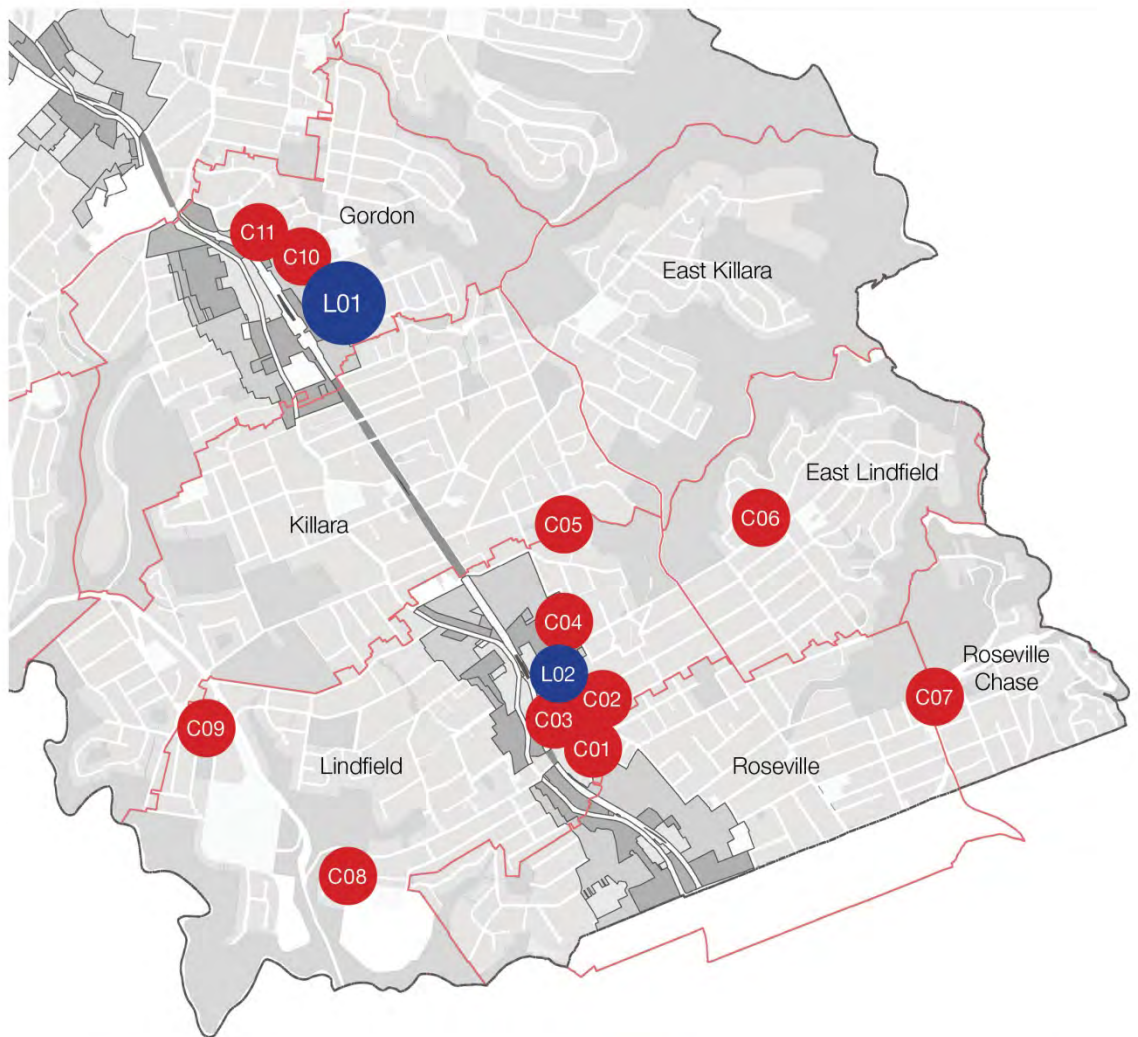
4.2 Existing community centre provision

The proposed community centre catchment, outlined in the previous chapter, contains a number of Council owned community facilities. Those providing community centre space (space available for general community use and the provision of community services) are of interest to this study. It is the type of space that will be provided at the proposed Lindfield facility. A review of existing facilities was undertaken for this study to understand existing provision and gaps, which will help to determine new facility requirements.

In summary, the review of existing community facilities identified the following key points of interest:

- » The catchment contains a number of community facilities that are well distributed with the majority well located in small centres. The majority are small facilities that are suitable as local facilities serving the needs of their local communities
- » Existing facilities are older buildings, with a number requiring repair and maintenance works
- » The majority of facilities have small spaces that are not flexible and limited in their capability to accommodate many uses (including larger meetings, group activities and functions)
- » With the exception of East Lindfield Community Hall (which could be better utilised), the facilities with larger spaces are well utilised and are not currently meeting community demand (as reported by Council's facility management staff)
- » Two facilities with larger activity space (East Roseville and West Lindfield Community Centres) are utilised during the day on weekdays by preschools and for vacation care and have limited capacity to accommodate additional community groups.

The map on the following page illustrates the distribution of community facilities that provide community centre space in the catchment. The table following provides an outline of these facilities.





- L EXISTING LIBRARY FACILITIES**
- 01 - Gordon Central Library
 - 02 - Lindfield Branch Library



- C EXISTING COMMUNITY CENTRE FACILITIES**
- 01 - Lindfield Senior Citizens Centre
 - 02 - Lindfield Senior Citizens Resource Centre
 - 03- KYDS facility
 - 04 - Lindfield Early Childhood Centre
 - 05 - Swain Gardens
 - 06 - East Lindfield Community Hall
 - 07 - East Roseville Community Hall
 - 08 - Eton Road Community Facility
 - 09 - West Lindfield Community Hall
 - 10 - Old School Building
 - 11 - Gordon Community Centre






Figure 6: Existing community facilities (libraries and community centre spaces) in the proposed Lindfield district community centre catchment

Image: Elton Consulting


Existing community facilities	Floor area (sqm)	Description and use	Key points of interest and issues
West Lindfield Community Centre 	456	<p>Location – in park adjacent to West Lindfield village shops.</p> <p>Comprises – older style brick building with hall, stage, kitchen, toilets, enclosed large outdoor area with softfall and play equipment.</p> <p>Condition – well maintained older building.</p> <p>Use – used primarily by Lady Game Community Kindergarten 5 days per week during preschool hours. Kindergarten is required to pack away each day to enable wider community use but some equipment cannot be completely packed away. Booked in evenings for martial arts classes and meetings of community groups. Regular weekend casual bookings for children's birthday parties and community group meetings and events. Also used for vacation care in school holidays.</p>	<ul style="list-style-type: none"> » A well-utilised local level facility » Daytime use by kindergarten means that centre is not available for other use daytime on weekdays » Kindergarten set up/layout limits types of other uses that can occur in the centre » Lack of additional capacity.
East Lindfield Community Hall 	391	<p>Location – adjacent to the East Lindfield shops, a small neighbourhood centre with substantial parking, small children's play area and bus service.</p> <p>Comprises – Concrete block building with entrance foyer and large hall area (approximately 10 x 20m) with a stage, an office and storage/workroom at the rear, toilets and enclosed outdoor areas.</p> <p>Condition – substantial repairs and maintenance work is required. The hall is in good condition internally. The office and workroom at the rear of the centre are in poor condition.</p> <p>Use – permanent bookings for the hall include dance, martial arts, drama and exercise classes all days of the week, although there is additional capacity on most days. Meeting room also has additional capacity (used one day/month) by computer group for seniors.</p>	<ul style="list-style-type: none"> » A good sized, local level facility however, significant repairs and maintenance works are required to improve building condition. Outdoor areas are neglected and could be better utilised (landscaping works are required) » Large hall is a flexible, multipurpose space but the spaces at the rear are small, in poor condition and inadequate as community meeting spaces » Has additional capacity. Improving the building condition, upgrading meeting spaces and outdoor areas would help to attract users and increase utilisation. Improving outdoor areas could attract greater numbers of casual bookings for parties on weekends

Existing community facilities	Floor area (sqm)	Description and use	Key points of interest and issues
Lindfield Senior Citizens Centre 	270	<p>Location – co-located on site with Lindfield Library, KYDS facility and Lindfield Seniors Citizens Centre Resource Centre, on the Pacific Highway in the Lindfield local centre.</p> <p>Comprises – brick building with 2 meeting/activity rooms, kitchenettes, toilets and small meeting room.</p> <p>Condition – older facility in average condition. Repair works required.</p> <p>Use – A well utilised facility with permanent bookings on all days. Used for meetings, music, exercise, dance, drama and martial arts classes as well as exercise groups. Also used on Sundays by a church group. Limited additional capacity on some days.</p>	<ul style="list-style-type: none"> » An older facility in need of some repairs but well utilised » A site close to the Lindfield local centre and train station but difficult to access by car » Limited additional capacity.
Lindfield Senior Citizens Centre Resource Centre 	103	<p>Location – co-located on site with Lindfield Library, KYDS facility and Lindfield Seniors Citizens Centre, on the Pacific Highway in the Lindfield local centre.</p> <p>Comprises – 3 small meeting rooms, kitchenette and toilets.</p> <p>Condition – old facility in poor condition.</p> <p>Use – Booked every weekday by adult education organisation (U3A). Has additional capacity (available all evenings).</p>	<ul style="list-style-type: none"> » On a site close to the Lindfield local centre and train station but difficult to access by car. Facility located at rear of site with no street prominence » Facility in poor condition » Facility has a dysfunctional layout and very small spaces, limiting the types of uses it can accommodate » Has addition capacity.

Existing community facilities	Floor area (sqm)	Description and use	Key points of interest and issues
Ku-ring-gai Youth Development Service facility (KYDS) 	100	<p>Location – co-located on site with Lindfield Library, Lindfield Seniors Citizens Centre and Resource Centre (in an undercroft of the Lindfield Library), on the Pacific Highway in the Lindfield local centre.</p> <p>Comprises – fibro building with office space, counselling/interview rooms. Shared meeting space with Library.</p> <p>Condition – old facility in poor condition.</p> <p>Use – KYDS service operates permanently in the facility in office space. Use of interview rooms and meeting space as required (typically after school hours). KYDS provides free counselling to 12-18 year olds and families and group sessions in the facility.</p>	<ul style="list-style-type: none"> » Not enough space if the organisation continues to grow » Requires bigger meeting space and a room for parenting forums » Noise insulation and climate control needs improvement » Dark at night – the lighting to and from the parking area could be improved. <p><i>(Ku-ring-gai Community Facilities Study)</i></p>
East Roseville Community Centre 	327	<p>Location – Located in residential area on main road. Adjoins before and after school care centre.</p> <p>Comprises – fibro building with hall (120 people capacity) with stage, kitchen, toilets and enclosed outdoor play area.</p> <p>Condition – An old but well maintained building.</p> <p>Use – used primarily by The Chase Preschool 5 days per week during preschool hours. The preschool is required to pack away each day to enable wider community use. Used weekday afternoons by aftercare services. Booked weekday evenings and Saturday mornings for martial arts classes. Regular weekend casual bookings for children's birthday parties and church groups. Also booked for vacation care in school holidays.</p>	<ul style="list-style-type: none"> » A well-utilised local level facility » Daytime use by the preschool means that centre is not available for other use daytime on weekdays » Lack of additional capacity.

Existing community facilities	Floor area (sqm)	Description and use	Key points of interest and issues
Old School Building 	920	<p>Location – co-located with Ku-ring-gai Library on Pacific Highway in Gordon local centre</p> <p>Comprises – old sandstone school building contains 2 large meeting rooms for community hire – Gordon School Meeting Room and Ku-ring-gai Library Meeting Room (each capable of being divided into two sections).</p> <p>Two organisations also have designated space at the facility – Ku-ring-gai Historical Society in large office space and Ku-ring-gai Youth Resource Centre in a meeting room space.</p> <p>Facility also contains a shared kitchen, toilets and well maintained outdoor area ('Secret Garden').</p> <p>Condition – an old but well maintained facility.</p> <p>Use – A well utilised facility with permanent users in designate spaces (Ku-ring-gai Historical Society and Ku-ring-gai Youth Resource Centre).</p> <p>Permanent bookings for Ku-ring-gai Library Meeting Room on all days – used for meetings, music and language classes as well as exercise and martial arts groups. Also used on Sundays by a church group. There is however, additional capacity on most days.</p> <p>Permanent bookings for Gordon School Meeting Room on all days – used for meetings, music and exercise classes. Also used on Sundays by a spiritual group. Limited additional capacity on select days.</p> <p>Meeting rooms also used for activities in school holidays.</p>	<ul style="list-style-type: none"> » An old but well maintained and well located community facility » A well utilised facility offering large meeting rooms of which there are a shortage in the area and high demand » Limited additional capacity.

Existing community facilities	Floor area (sqm)	Description and use	Key points of interest and issues
Swain Gardens	78	<p>Location – Located in parkland in residential area.</p> <p>Comprises – small cottage with small meeting/function room, outdoor park area with gazebo and BBQ.</p> <p>Condition – well maintained.</p> <p>Use – as meeting space by Friends of Swain Garden. Also used for occasional parties and functions.</p>	<ul style="list-style-type: none"> » Very small facility limiting the types of use it can accommodate » Has additional capacity » Not well located for general community use.
Gordon Community Centre	486	<p>Location – close to the Gordon Library in the Gordon local centre.</p> <p>Comprises – brick and glass building containing open plan office accommodation, Counselling rooms and meeting room.</p> <p>Condition – good condition (some minor maintenance requirements).</p> <p>Use – permanent accommodation for Lifeline Hawkesbury to Harbour community services (includes telephone counselling services, volunteer training, support services and base for other service provision). Services provided to a wide (regional) catchment.</p>	<ul style="list-style-type: none"> » Well located facility utilised for provision of community services » Space is limited for the number of staff and services offered from the facility » No additional capacity for other community use. <p><i>(Ku-ring-gai Community Facilities Study)</i></p>
Eton Road Community Facility	156	<p>Location – part of a new residential development on Eton Road (not associated with a local or neighbourhood centre)</p> <p>Comprises – multipurpose space divisible into three spaces (with operable walls between), kitchen, amenities and deck overlooking a sports field. Change rooms and amenities for sportsfield located on lower level.</p> <p>Condition – new facility.</p> <p>Use – two of the three spaces are currently used as a showroom for the residential development. One space is available for community use. All spaces will be available for bookings when development is complete.</p>	<ul style="list-style-type: none"> » Small facility » Although it is a small facility, its flexible layout (ability to combine and separate spaces) increase its ability to cater to different uses » Somewhat isolated (not associated with a local or neighbourhood centre) » The dual function as a community facility and amenities building for the sportsfield will potentially increase the facility's efficiency.

Existing community facilities	Floor area (sqm)	Description and use	Key points of interest and issues
Lindfield Early Childhood Centre 	100	<p>Location – at ground level at the rear of a large 1990s office complex, one block from Lindfield Railway Station. The building stands behind a large parking area, behind the main shopping strip.</p> <p>Comprises – large waiting room, consultation rooms and offices.</p> <p>Condition – formally opened in 1991 the facility is reasonably new, neat and in good condition.</p> <p>Use – Early childhood health services Monday to Friday 8.30am to 5pm. Appointment system.</p>	<p>» A bigger group space needed to accommodate the number of children accessing the service. <i>(Ku-ring-gai Community Facilities Study)</i></p>

4.3 Community facility plans and proposals

Consideration needs to be given to future plans for community facilities as these may influence recommendations for required offerings at the Lindfield facilities. Recognising future provision will help to avoid unnecessarily duplication of spaces and amenities (that may be provided at other, future facilities).

In addition to plans to develop other district level community centres in St Ives and Turramurra, Council advised of plans to develop a cultural facility at Gordon. It is intended that this facility will serve the wider LGA and provide a range of large spaces for large exhibitions, concerts, performances, conferences, functions and events. While there is a gap in the provision of such large spaces in the LGA, as they are proposed to be provided at the new Gordon facility, this study does not recommend the inclusion of spaces of this scale in the proposed Lindfield facilities.

4.4 Community facility gaps

Through an analysis of the existing population, the review of existing facilities and feedback received during consultations (refer chapter 6 – ‘Consultation’), the following gaps in relation to community facilities in the catchments were identified:

Community centre

- » A contemporary, district level community centre serving the needs of a wider community
- » Facilities that cater to people with disabilities and older people
- » Meeting rooms (particularly large rooms)
- » Large activity space (e.g. for dance, martial arts, fitness)
- » Outreach space for key services (including state government outreach services, immunisation clinic and services provided by community organisations). Also identified is the ongoing demand for services for older people and young people
- » Youth space – indoor and outdoor for formal youth activities as well as informal activities (e.g. socialising/‘hanging out’, studying and events)
- » Space for vacation care
- » Contemporary IT inclusions in spaces.

Another potential gap identified by Council staff through consultations was for occasional childcare and appropriate space to accommodate such a service. Council advised that such a need would be further investigated by Council in the future.

Library

- » Specific library spaces and amenities including:
 - > Study and reading spaces
 - > Meeting spaces
 - > Adequate children's area
 - > Youth area
 - > Space for library events
 - > Computer areas

- > Informal seating/'living room' areas
- > Space for chairs and tables
- > Space for events
- > Exhibition/display space
- > Circulation space
- > Contemporary IT inclusions
- > Accessible and adequate shelving
- > Easy and safe access and adequate parking.

Existing facility provision, gaps and proposed provision – key implications

Library

- » The existing Lindfield Library is an older facility that is inadequate in size and offerings to cater to community needs. A significantly larger, contemporary library is required, as identified by *Ku-ring-gai Council Library Facilities Study* report (Dr David Jones, July 2004). Gaps in current library provision include:
 - > Spaces for meetings, studying, reading, events, exhibitions and displays
 - > Computer area
 - > Adequate children's area and youth area
 - > Informal seating/'living room' areas
 - > Circulation space
 - > Contemporary IT inclusions
 - > Accessible and adequate shelving
 - > Easy and safe access and adequate parking.

Community centre

- » The facility catchment contains a number of community facilities that are well distributed, the majority well located in urban centres. The majority are small facilities that are suitable as local facilities serving the needs of their local communities. A key gap in the area is a larger, contemporary district level facility providing multipurpose spaces for a wide range of activities. Key gaps in current community centre provision include:
 - > Facilities that cater to people with disabilities and older people
 - > Meeting rooms (particularly large rooms)
 - > Large activity space (e.g. for dance, martial arts, fitness)
 - > Outreach space for key services including state government agency outreach services, immunisation clinic and services provided by community organisations. Also identified is the ongoing demand for services for older people and young people
 - > Indoor and outdoor space for formal youth activities as well as informal activities (e.g. socialising/'hanging out', studying, events)
 - > Space for vacation care
 - > Contemporary IT inclusions in spaces
- » The new district level facility should seek to fill these identified gaps while also considering other proposals for community facilities in the catchment.

Another gap in facility provision in the LGA, identified in past studies, is cultural spaces for exhibitions, concerts, performances, conferences and larger events. It is understood that current Council planning proposes a new cultural facility in Gordon, and therefore, this gap is not proposed to be filled by the Lindfield facility (however, the inclusion of spaces that can accommodate smaller cultural events will be considered).

5 Population growth, standards and rates of provision

This chapter presents population forecasts for the Ku-ring-gai LGA and facility catchments. Considering population growth is important when planning community facilities to ensure they will meet the needs of the community at their completion and into the future.

This chapter also presents standards for community facility provision and applies these to the projected facility populations, to determine floor areas for the proposed Lindfield library and community centre.

5.1 LGA population projections

The following table outlines population projections for the Ku-ring-gai LGA using figures from the *Ku-ring-gai Contributions Plan 2010* (Ku-ring-gai Council, 2010) as a low scenario and Department of Planning and Infrastructure data as a high scenario, with a mid-point between these two projections as a medium scenario.

Level	Source	2031 population
Low	Ku-ring-gai Council 2010 Contributions Plan	126,151
Medium	Mid-point between low and high	136,900
High	Department of Planning and Infrastructure (2013), NSW in the Future: Preliminary 2013 Population Projections	147,650

Population projections are estimations only and outcomes can vary depending on a range of variables (e.g. policy and economic changes). As exact outcomes cannot be forecast, for the purposes of this study, the medium 2031 population projection of 136,900 will be used.

The Department of Planning and Infrastructure 2013 projections also offer the following observations on the likely composition of the projected Ku-ring-gai population:

- » An increase of 46% in the numbers of people aged 65 years and over from 19,750 in 2011 to 28,900 in 2031
- » People aged 65 years and over increasing from 17% of the population in 2011 to 20% in 2031
- » People aged 15 years and under increasing from 22,900 in 2011 to 29,000 in 2031 (however, the proportion of people 15 years and over, as a percentage of the total population, remains relatively constant at around 20%).

While these projections estimate future overall population levels, they do not provide information on smaller catchment areas that are necessary to calculate demand for community centre and library floor space.

The Contributions Plan does include more specific catchment information. This population data, in combination with *Ku-ring-gai Community Profile*² figures, has been used to identify the proportion

² *Ku-ring-gai Community Profile* (profile.id) website, accessed 28 February 2014 – <http://profile.id.com.au/ku-ring-gai/>

of overall population that the community centre and library catchments make up. Those proportions have then been applied to the overall medium population projection figure (as explained following).

The 2010 Contributions Plan provides estimated dwelling development figures from 2004 to 2031 and estimated population growth figures from 2006 to 2031. For comparability purposes, some additional calculation has been undertaken to deduct population growth that was projected to occur between 2006 and the present day³ (with the assumption that this growth has already occurred).

5.2 Community centre catchment projections, standards and rates of provision

5.2.1 Community centre catchment projections

The following table outlines the total projected population growth for the community centre catchment (2006-2031) subtracting the actual growth that has already occurred (2006-2011) to determine remaining projected growth (2011 to 2031).

Catchment/area	Projected population growth 2006-2031**	Actual population growth 2006-2011*	Projected population growth 2011-2031
Gordon		480	
East Killara		21	
Killara		1,164	
East Lindfield		36	
Lindfield		719	
Roseville-Roseville Chase		293	
Total	9,999	2,713	7,286

Based on *2006 and 2011 *Ku-ring-gai Community Profile* figures and ***Ku-ring-gai Contributions Plan 2010* projections

The table above shows that the projected population growth from 2011 to 2031 for the community centre catchment is 7,286 people.

³ As ABS Census figures are used as a basis for these projections, 'present day' is interpreted as 2011 (being the most recent Census)

The following table adds the 2011-2031 projected population growth figure from the table above, to the most recent population estimates for the catchment (2011 *Ku-ring-gai Community Profile* figures). Note: the population growth figures are based on Council's Contributions Plan projections, which are considered to be the low scenario projection for this project.

Catchment/area	2011 Population	Projected population growth 2011-2031	Total projected population 2031 (low scenario)
Gordon	6,456		
East Killara	2,874		
Killara	9,087		
East Lindfield	3,535		
Lindfield	8,986		
Roseville-Roseville Chase	8,574		
Total	39,512	7,286	46,798

The table above shows the total projected 2031 population of the community centre catchment is 46,798 people.

Comparing the above community centre catchment population projection to the overall projected population for the low scenario (2010 Contributions Plan) shows that the figure of 46,798 represents 37% of the total projected Ku-ring-gai population of 126,151.

That figure of 37% is applied in the table below to the medium and high scenario projections, to provide an estimate of future catchment size for those projection scenarios.

Level	2031 projected LGA population	2031 projected community centre catchment population*
Low	126,151	46,798
Medium	136,900	50,786
High	147,650	54,773

* Assumes catchment population is 37% of total population

The table above shows that the community centre catchment population in 2031 ranges from a low scenario of 46,798 to a high scenario of 54,773. **For this project the medium scenario of 50,786 is used.**

5.2.2 Standards of provision for community centres

Standards are an important starting point for identifying community facility requirements. As there are no nationally agreed set of community centre standards, this study considers the standards of provision for community facilities from other local government areas – as shown in the table below as square metres per 1000 people.

Local Government Area	Community centre standard square metres per 1,000 people
Playford (SA)	87
Liverpool (NSW)	85
Blacktown (NSW)	80
Hills Shire (NSW)	80
Maitland (NSW – existing provision)	78
Camden (NSW)	64

This plan adopts what is considered to be a leading practice approach to community facilities planning in that the standards are used as a starting point and then adapted to better suit local circumstances.

Some of the reasons for a somewhat cautious and applied approach to the use of standards include:

- » Standards focus on numbers and do not account for more complex indicators of need such as health, socio-economic status, household structure, and the preferences people have for service usage
- » Standards do not account for density and layout of development and related accessibility factors such as physical barriers, distance, transport routes and available infrastructure in adjoining areas
- » Standards often do not account for quality of facilities and the range of services offered
- » Standards rely on population projections, so their accuracy is a reflection of the quality of the projections which include a wide range of underlying assumptions
- » Standards do not consider practical funding realities, particularly recurrent funding opportunities and constraints. Service capacity and quality is often more determined by staffing or program funding, than the building it operates from
- » Standards do not accommodate changing community expectations and preferences, shifts in government policy or funding and changes in technology. Similarly they do not account for changing models of services delivery, innovations and solutions established outside program boundaries
- » Standards do not account for the role of non-government and private sector agencies in the provision of infrastructure. Nor do they account for the opportunities for partnerships and shared use of resources that emerge from integrated planning processes
- » Standards often reflect current levels of provision rather than ideal levels, and so can perpetuate inadequacies in service provision.

Any system of standards provides an initial guide only, and needs to be balanced by local, social, political and economic conditions, needs and priorities and considered in reference to existing infrastructure in the area. They must be regarded with some flexibility and the understanding that services/facilities, design, size, location, staffing and management may alter in response to demographic change in the local community, changing community expectations and improved models of service delivery.

Standards should also be understood in terms of the current level of provision provided in Ku-ring-gai. Existing community centre floor space provision in the catchment is shown in the table below.

Existing facility	Total GFA (sqm)
West Lindfield Community Centre	456
East Roseville Community Centre	327
East Lindfield Community Hall	391
KYDS facility	100
Lindfield Senior Citizens	270
Lindfield Senior Citizens Resource Centre	103
Lindfield Early Childhood Centre	100
Old School Building (Gordon)	920
Gordon Community Centre	486
Swain Gardens	78
Eton Road Community Facility	156
Total floor area	3,387

The table above shows that the total community centre floor area in the catchment area currently is 3,387 square metres. This floor space is serving a 2011 catchment population of 39,512 which equates to a rate of provision of approximately 86 square metres for every 1,000 people.

Some caution needs to be applied however, when considering this existing rate of provision. For example, the Gordon Community Centre (486 square metres) is leased to a regional service (Lifeline) which only partially acts as a local community centre (that is, it does not provide any space for other community use). In addition, the West Lindfield Community Centre and East Roseville Community Centre operate as preschools and, therefore, space is only available for wider community use for part of the day. If the total floor space allocation was adjusted to reflect the this situation (i.e. limited use/availability) then the existing rate of provision would be significantly less⁴.

5.2.3 Desired rate of provision for community centre floor space

Based on a comparative analysis of standards of provision of community centres, and consideration of existing levels of provision in Ku-ring-gai, as a starting point, it is suggested that a future level of provision of 80 square metres for every 1,000 people be considered as an appropriate measure to adopt as a provision standard across the LGA for Council owned facilities. Also to be considered is the proposed cultural/civic facility in Gordon. To factor in allocation of floor space for this facility, it is proposed that the 80sqm/1000 people is split with:

- » 20sqm/1000 people allocated to the sub-regional facility in Gordon (which will serve the wider LGA including the Lindfield district catchment)
- » **60sqm/1000 people** allocated to district and local community centre space within each district catchment.

⁴ For example, if 50% of the GFA of these facilities was included as available floor area then the rate of provision would be 70sqm/1000 people.

The following table shows the implications of this for the proposed Lindfield district catchment.

	Floor area (square metres)
2031 projected catchment population	50,786
Proposed rate of provision for community centre (square metres per 1,000 people)	60
Required community centre floor area for catchment	3,047

The table above shows that, based on a rate of provision of 60 square metres for every 1,000 people, the required community centre floor space for a projected 2031 catchment population of 50,786 is 3,047 square metres. Note that this figure needs to consider smaller, existing facilities in the district catchment proposed to be retained. These are discussed below.

5.2.4 Other community centre floor space in the Lindfield district community centre catchment

Through a review of existing facilities in the catchment (including considering the findings from previous studies) and considering the future offerings of the new district community centre, this study recommends the following in relation to existing community facilities in the Lindfield district catchment.

Existing facilities	Recommended action
Retain	
West Lindfield Community Centre East Roseville Community Centre	» Retain current offerings (preschool during the day and availability of community space afterhours, in school holidays and on weekends).
East Lindfield Community Hall	<ul style="list-style-type: none"> » Retain and upgrade (including maintenance works, improving meeting space and outdoor areas) » To function as local community centre serving the needs of the surrounding community » Increase utilisation.
Eton Road Community Facility	<ul style="list-style-type: none"> » To provide community facility space to local community » When the facility becomes available, widely promote use to achieve high level of utilisation.
Old School Building (Gordon)	» To provide community centre space as part of the Gordon civic/cultural precinct.
Swain Gardens	<ul style="list-style-type: none"> » This facility is very small and provides limited offering in terms of community centre space. It cannot, therefore, be considered as contributing to the overall community facility floor area in the catchment » Further consideration could be given (by Council) to the future role of this facility. An option may include upgrade and expansion to cater to larger groups for weddings and other functions in the gardens.

Existing facilities	Recommended action
Relocate function to new Lindfield district facility	
KYDS facility	» Relocate to new Lindfield Community Hub » May not be provided as exclusive, single purpose space.
Lindfield Senior Citizens	
Lindfield Senior Citizens Resource Centre	
Lindfield Early Childhood Centre	
Space to be considered in future planning and design of new cultural/civic precinct in Gordon	
Gordon Community Centre	» Consideration should be given to the relocation of existing services in this single use facility to the future Gordon cultural and civic precinct » One option includes relocation to the Old School Building.

The following table indicates the floor areas of the community centre facilities are recommended to be retained as community centre space in the catchment. The floor areas for the West Lindfield and East Roseville Community Centres have been adjusted to reflect their limited use/availability as community centre spaces (due to their functioning as preschools during the day). Including 50% of the floor space of each of these facilities was viewed as a suitable approach.

Retained community centre space	Floor area
West Lindfield Community Centre	228*
East Roseville Community Centre	164*
East Lindfield Community Hall	391
Eton Road Community Facility	156
Old School Building (Gordon)	920
Total floor area of retained facilities	1,859

* 50% of total floor area of facility included

The table also shows that with retention of the nominated facilities, the existing provision in the catchment area for community centres is 1,859 square metres. When this is deducted from the required community centre floor space for the catchment in 2031 (3,047 square metres), the deficit (that is, community centre space required to be provided as part of the new Lindfield district community centre) is 1,188 square metres.

As discussed, standards are useful as an initial guide (they are not an exact science) however, this study recommends as suitable starting point/direction, **a district community centre of approximately 1,190 square metres Gross Floor Area (GFA)** in Lindfield.

5.3 Library catchment projections, standards and rates of provision

5.3.1 Library catchment projections

As with community centre calculations, the estimation of library floor space requirements needs to be aligned with the adoption of the medium population projection scenario.

The following table outlines the total projected population growth for the library catchment (2006-2031) subtracting the actual growth that has already occurred (2006-2011) to determine remaining projected growth (2011 to 2031).

Catchment/area	Projected population growth 2006-2031**	Actual population growth 2006-2011*	Projected population growth 2011-2031
East Lindfield		36	
Lindfield		719	
Roseville-Roseville Chase		293	
Total	4,820	1,048	3,772

Based on *2006 and 2011 *Ku-ring-gai Community Profile* figures and ***Ku-ring-gai Contributions Plan 2010* projections

The table above shows that the projected population growth from 2011 to 2031 for the library catchment is 3,772 people.

The following table adds the 2011-2031 projected population growth figure from the table above, to the most recent population estimates for the catchment (2011 *Ku-ring-gai Community Profile* figures). Population growth figures are based on Council's Contributions Plan projections (low scenario).

Catchment/area	2011 Population	Projected population growth 2011-2031	Total projected population 2031 (low scenario)
East Lindfield	3,535		
Lindfield	8,986		
Roseville-Roseville Chase	8,574		
Total	21,095	3,772	24,867

The table above shows the total projected 2031 population of the library catchment is 24,867 people.

Comparing the above library catchment population projection to the overall projected LGA population for the low scenario (2010 Contributions Plan) shows that the figure of 24,867 represents 19.7% of the total projected Ku-ring-gai population of 126,151.

That figure of 19.7% is applied in the table below to the medium and high scenario projections, to provide an estimate of future catchment size for those projection scenarios.

Level	2031 projected LGA population	2031 projected library catchment population*
Low	126,151	24,867
Medium	136,900	26,986
High	147,650	29,105

* Assumes catchment population is 19.7% of total population

For this project the medium scenario of 26,986 people in 2031 has been used.

5.3.2 Standards and rate of provision for the Lindfield Library

Unlike community centres, public libraries have a well-developed and accepted set of standards directing required levels of provision. These standards have been developed by the State Library of New South Wales and are outlined in *People Places: A guide for Public Library Buildings in New South Wales* – third edition (State Library of New South Wales, 2012). The State Library's 'population based benchmarks', recommend a rate of provision of 39 square metres per 1000 people (+20% circulation space) for populations between 20,001 and 35,000. When this standard is applied to the projected library catchment population of 26,986, **the required library floor space estimated to be required is approximately 1,265 square metres GFA**. This area refers to the Gross Floor Area (GFA) and includes all internal public and administration areas. This area is comparable to the 1,181 square metres recommended by the *Ku-ring-gai Council Library Facilities Study* (Dr David Jones, 2004) as discussed in Chapter 2 – 'Study Context'.

'Population based benchmarks' are a starting point that provide an approximate GFA, a suitable guide during these early planning phases. The *People Places* guide also provides the alternative 'Service based benchmarks', which could be used as a cross check during more detailed planning/design phases. These benchmarks provide guidance on the floor areas required for individual components of the library (e.g. collections, study space, administration and maintenance areas).

5.4 Co-located facilities and rates of provision

Co-locating facilities (such as a library and community centre) in a single building presents opportunities for the shared use of spaces such as entries, foyers, toilets and staff amenities. This shared use of spaces can result in the reduction in the required floor areas for the facilities.

Discussions with the State Library of NSW confirmed the sharing of these spaces between compatible facilities (such as a community centre) and including a portion of the floor area of these spaces in the total library floor area (1,265 square metres) is an acceptable approach that will not negatively impact on a future state government library funding application for the facility.

Population growth, standards and proposed rates of provision – key implications

- » State Library standards applied to the projected population for the library catchment, of 26,986 people in 2031, indicates the requirement for a library with a GFA of approximately 1,265 square metres
- » This study proposes a rate of provision of 80 square metres per 1000 people of community centre space across the LGA. To factor in the proposed sub-regional cultural/civic facility in Gordon, this study proposes this 80sqm metres is split in each district catchment with 20sqm allocated to the sub-regional facility in Gordon and 60sqm to the facilities within the district catchment
- » Application of this rate of provision of 60sqm/1000 people to the projected population for the community centre catchment of 50,786 in 2031, indicates the requirement for a total of 3,387sqm GFA of community centre space
- » Following a review of existing facilities in the catchment, this study proposes relocation of uses of select existing facilities and retention of other facilities as local level community centre space. This proposed retained local space presents a total of 1,859sqm
- » With consideration of this existing local community centre space, a community centre with a GFA of approximately 1,190 square metres will be required to meet the needs of the catchment population in 2031
- » Co-location of the library and community centre in a single building could present opportunities for reduction of the floor space of the community centre if the shared use of spaces between facilities can be achieved (e.g. entry, foyer, toilets and staff amenities). This would depend on site opportunities and constraints and the building layout.

6 Case study research and guiding principles

This chapter summarises the findings of a review of case studies of community facilities from across Australia, conducted as part of this study (included in Appendix A). It also includes proposed principles (derived from the lessons learnt from this case study research and experience in community facility planning) to guide the planning and design of the Lindfield facilities. These principles are relevant for both libraries and multipurpose community centres.

6.1 Case study research findings

This study involved a review of case studies of community facilities from NSW and around Australia to identify success factors as well as issues to inform the planning of the new Lindfield facilities. The following community facilities were reviewed:

- » Vinegar Hill Library and Community Centre, Rouse Hill NSW – a multistorey community facility in a town centre location
- » Churchill and District Intergenerational Community Hub, Victoria – an iconic building with an intergeneration focus
- » Surry Hills Library and Community Centre, NSW – a multistorey, award winning, environmentally sustainable building with a local focus
- » Ultimo Community Centre – a multifunctional library and community centre incorporating sporting and recreational uses
- » Castle Grand Library and Community Centre, Castle Hill NSW – a multistorey community facility
- » Hume Global Learning Centre, Broadmeadows Victoria – a facility providing learning and education opportunities
- » Mount Druitt Community Hub, NSW – a staffed, district level community facility in a town centre
- » Avalon Community and Recreation Centre, NSW – a multipurpose community centre incorporating sporting uses.

A detailed outline of each of the case studies is included in Appendix A.

Although no one case study provided an exact model suitable for replication in Lindfield, they each presented key points of interest and provided valuable lessons for the Lindfield facilities. Some of these lessons represent principles or inclusions that could be directly transcribed in the design of the Lindfield facilities.

Key lessons learned or points of interest include the following:

Planning and design

- » Design an iconic building that reflects the facility focus and community values
- » Community facilities in a town centre location, co-located with public open space such as a town square, can create a vibrant, activated focal point or hub within a community

- » A town centre location for a community facility is not adequate in itself. High quality access and pedestrian linkages to surrounding land uses are critical to ensuring a facility is well connected and activated. Surrounding land-uses must also adequately address the facility and connect to it
- » Multistorey facilities represent an efficient design solution particularly in urban centres however, it is important that they retain a prominent ground floor/street presence
- » A transparent facade can create a strong street presence, connecting a building to its surrounds and allowing passes-by to see in. The result is an inviting, welcoming and activated building that entices passes-by to visit
- » Planning additional space for the expansion of a community facility can future-proof the facility and ensure it can continue to meet the needs of growing and changing communities
- » A well located café can help to enliven and activate a community facility. Ensure the café is sized and located to ensure a commercial business can be viable
- » Include and promote environmental design features
- » Consider the development of a building that can itself be used for education purposes (as a leading practice case study)
- » Consider the library as an anchor and shared space for the greater facility (from which programs are delivered) rather than as a separate entity
- » Design a well signed, prominent, single main entry point for legibility and security
- » Ensure the separate entities of a facility are well connected (e.g. by a shared foyer space) to encourage interaction between users. A foyer space could also be a venue for events, exhibitions and activities
- » Include informal spaces that promote the facility as a key public place where people can regularly visit. A place for people to sit, meet and gather
- » Provide a variety of open space areas that offer additional multipurpose space for a variety of functions, events, programs and activities. Ensure indoor and outdoor spaces are well connected
- » Consider the range of uses the facilities should accommodate and include the necessary spaces and amenities to accommodate these
- » Natural light and ventilation and indoor/outdoor access are successful features of many community facilities.

Delivery, programming and management

- » Additional opportunities for partnerships and funding may be presented when community facilities are provided as part of a greater development such as the a town centre development or refurbishment
- » Seek and implement partnerships with institutions and agencies to deliver high quality learning, education, training and employment programs and opportunities within a community facility
- » Provide a range of programs, activities and services that meet local community needs including the needs of a broad range of groups (e.g. age, cultural and interest)
- » Investigate different management models including partnership arrangements with community organisations
- » Although it is important that a facility be economically sustainable, through maximising utilisation and hiring of space to commercial users, it is important that it does not take on the

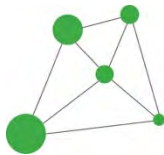
role of a function centre. Ensure a balance in the programming of a facility between commercial and community use

- » Investigate opportunities for social enterprise initiatives. Social enterprise cafes are now common inclusions in community centres
- » Promote the use of the facility to established, well regarded organisations (e.g. tertiary and life-long learning institutions) to deliver high quality programs.

6.2 Principles

There are a number of factors that have been found to influence the success of community facilities, considered in terms of achieving high levels of utilisation, being well recognised as a source of social support in their community and contributing to the identity and sense of place of the area.

These factors, relating to the location and design of community facilities, are presented below as principles to guide the planning and design of new community facilities in Lindfield. The principles reflect the characteristics of successful community facilities, identified by Elton Consulting through direct experience with community facility planning and case study research findings and literature reviews over many years. These principles were also used to inform the analysis of siting options and selection of a preferred option (outlined in chapter 8).



**A co-ordinated
network of facilities**

Community facilities should not be planned in isolation but be considered as a broader network of facilities that work together to meet a broad range of community needs, across a district or sub-region. Planning and delivering facilities as a network represents an integrated, strategic approach to community facility provision. It allows facilities to provide a different range of offerings, with the option for each facility to include unique, specialist services or amenities.

By considering facilities as part of a network, duplication of services, programs, spaces and amenities can be avoided, therefore, representing a more economically sustainable approach to community facility planning.

In the Lindfield district catchment, development of a network will involve considering the role of existing local facilities and how the services and use of these facilities can complement the new district level facility.



**Central to
catchment and
equitable access**

Community facilities should be central and accessible to the population they are intending to serve. Leading practice favours the location of community buildings in urban centres to enhance accessibility and connectivity with related uses. Well used community facilities tend to be located in places that are readily accessible by public transport and where people already congregate, such as shopping centres and schools. These locations increase convenience and decrease car trips by reducing the need for multiple trips when dropping children off at school and/or childcare, linking with transport for journeys to work, accessing services and undertaking everyday tasks such as shopping. These locations also enhance visibility, safety and convenient access. Adequate parking nearby also promotes good access to facilities.





The facility building should comply with the principles of universal design by facilitating access to and use of the facility and its spaces by all individuals and groups (regardless of age, ability, cultural background or level of social or economic advantage/disadvantage). This relates to providing a high level of physical access, connection and way-finding as well as ensuring services, programs and activities are broadly advertised and promoted and are affordable.










**Location to promote
visibility and
accessibility**

To be well used and serve identified social needs, community facilities should be highly visible. Ideally, they should be on a main street with ground floor street frontage for optimum visibility and accessibility. Enabling an awareness of what happens inside also promotes usage.

Community facilities are an important part of the civic fabric of our centres and suburbs. Accessibility and visibility through main street locations with a ground floor presence can be important to maximising utilisation and enhancing accessibility. Recent examples like Vinegar Hill Library and Community Centre at Rouse Hill Town Centre in Western Sydney demonstrate how community facility space can be well integrated with town square type development without compromising the availability of valuable retail space.

 <p>Clustered/co-located</p>	<p>Co-locating or clustering community facilities, including libraries, community centres and community service centres, is presented as a key principle for the provision of community facilities in Ku-ring-gai.</p> <p>The community hub model, which involves co-locating facilities on neighbouring sites or in a single building, is also proposed as a key approach for consideration for Ku-ring-gai. Community hubs provide a range of offerings and can, therefore, become key focal gathering points within a community; attracting a range of users and promoting social connection and cohesion. The community hub model can extend beyond co-locating community facilities, to clustering community facilities with other activity generating uses such as transport nodes, shops, schools, childcare, parks and playgrounds.</p> <p>Clustering can also contribute to overall sustainability by reducing the need for multiple trips and allowing residents to carry out a number of tasks in a single location through a single trip. Case study research demonstrates the preference of users of community facilities to combine trips with shopping and other activities.</p>
 <p>Flexibility and multiple use</p>	<p>Community facilities should be designed and built to maximise flexibility in use, so they can respond and adapt as needs change. Where possible, buildings should be capable of delivering a range of programs and services, rather than designated for single uses or specific target groups that may quickly become out-dated. Flexibility is enhanced by providing multi-purpose spaces capable of accommodating a diversity of uses, thereby enabling a range of activities and target groups to use the facility and in doing so, ensure maximum use and optimisation of space. Multi-use facilities are also more dynamic and capable of responding and adapting to the changing needs and preferences of the community. Facilities that are responsive and flexible will be used more intensively over their lifetime.</p>
 <p>Serving identified social needs</p>	<p>Community facilities should address the social needs of the particular community in which it is located in order to contribute to residents' and workers' health, wellbeing and quality of life. Programs, activities and services offered should respond to the needs and interests of the people that live and work around it and foster long term social benefits for the community. The planning and design of a community centre should reflect the potential programs, activities and services envisaged.</p>
 <p>Inclusive and welcoming</p>	<p>Facilities should be welcoming and accessible to people of all ages, cultural backgrounds, abilities, income levels and interests. This can be achieved not only through the provision of spaces catering to different groups and a design that provides universal access, but also through effective programming – ensuring activities and services are provided for a broad range of people. In doing so, facilities can also play a role in helping to bring together different groups in the community.</p>

 <p>Contribute to public domain and sense of place</p>	<p>Community facilities should contribute to urban vitality, local identity and sense of place, and become important focal points and gathering places for the community. A strong connection between the facility and the broader community can be fostered through development of facilities on landmark sites and with distinctive architecture and quality design. Community facilities should be distinctive civic buildings and welcoming places, and should present as a reflection of local culture. This helps ensure they develop a strong local profile and are well known in the community, thereby promoting high levels of usage. Incorporating public art into the building design is also important in creating distinctive and welcoming community centres. Public art is an important avenue to tell local stories and to create places that are recognised and valued in the community.</p>
 <p>Near open space for activities and events</p>	<p>Locations adjacent to open space including town squares, village centres and parks increase the range of activities that can occur on community facilities land. As an example, community centres adjacent to parks and playgrounds are ideal locations for playgroups. Facilities located next to civic squares provide opportunities for markets, festivals and similar events. Locating community facilities near open space areas is another approach to enhancing utilisation, flexibility of use and providing opportunities for a wider range of community building activities. It is also another way to ensure that community facilities are integrated into their surrounding physical environment and seen as 'part of the community'.</p>
 <p>Connected to public transport, pedestrian and cycling networks</p>	<p>Planning for community facilities requires a focus on enhancing efficiency and utilisation. Public transport enhances accessibility for all population groups. As a principle, community facilities should ideally be located within 400 metres walking distance of a regular public transport stop. Linking to pedestrian and cycling networks provides another avenue to promote the accessibility of facilities to all groups in the population and is a further means to encourage sustainable behaviour and a healthy and active lifestyle.</p>
 <p>Of sufficient size and design to enable expansion and adaptation</p>	<p>It is difficult to precisely predict the absolute requirements for community facilities for a future population. Assumptions about demand are based on current projections regarding future populations. These projections may change and therefore affect requirements for community facilities land. Past experience has shown that it is important to provide some flexibility in the provision of community facility space.</p>

 <p>Financial and environmental sustainability</p>	<p>Community facilities should be financially sustainable and provide value for money for their users, owners and operators. While capital costs are a major issue, ongoing operational costs are also important. Key considerations include building design that reduces ongoing operating and maintenance costs as well as design that considers cost recovery including the incorporation of space for lease for either community or compatible commercial uses</p> <p>Delivering environmentally sustainable buildings is a mandate for many local governments. Community facility buildings offer opportunities for Council's to lead by example, demonstrate new sustainable materials and technologies and become leading practice projects with an educational role.</p> <p>Environmentally sustainable facility buildings typically have lower operating costs and are, therefore, are also a more financially sustainable option.</p>
 <p>Safety and security</p>	<p>Community facilities should be designed in accordance with Crime Prevention through Environmental Design (CPTED) principles. They should provide a high degree of personal safety for people entering and leaving the building, especially at night. Locating facilities in activated areas such as urban centres ensures higher levels of passive surveillance and increased security.</p>
 <p>Avoidance of conflict with neighbouring uses</p>	<p>Master planning processes can provide an opportunity to locate community facilities uses in areas where impacts on residential and other uses can be minimised. Siting facilities to incorporate some form of separation and/or buffering from residential areas is often an important consideration in reducing any potential future conflict. Design and building orientation are also important considerations.</p>

7 Consultation

This chapter describes the consultation activities conducted as part of this study and how the consultation outcomes were used to develop proposed recommendations.

7.1 Consultation activities

This study has involved consultation with stakeholders and Council staff including the following activities, facilitated by Elton Consulting:

- » A workshop with Library staff. This workshop focused on the development of a vision for the new library facility including determining required spaces and amenities and siting requirements. The workshop, held on 2 October 2013, was attended by 5 Council library staff
- » A stakeholder workshop with a range of potential users of the Lindfield facilities including government agencies, community organisations and groups. This workshop aimed to develop a vision for the facility including characteristics, spaces and inclusions and key spatial arrangements. There was also a discussion about potential siting options. The workshop, held on 14 October 2013, was attended by 16 stakeholder representatives as well as Council staff
- » A stakeholder workshop with key Council staff. This workshop aimed to confirm findings to date and review a draft vision for the facility. Siting options were also examined in greater detail (building on the input from the stakeholder workshop). The workshop, held on 4 November 2013, was attended by 17 Council staff.

7.2 Consideration of consultation outcomes

A successful community facility must respond to the needs and interests of the community that it serves. It is impossible to adequately identify these interests and needs without the input of groups and organisations that will potentially use these facilities and Council staff that will operate and manage them.

The input provided by stakeholders, through the activities outlined above, was an essential contribution to the process. Their input provided critical information that has directly guided the recommendations made in the following sections of this report. The characteristics and spaces proposed for the facility, as well as recommendations regarding siting, have been directly shaped by stakeholder input.

Notes taken during the consultations are included in Appendix B.

8 Siting options analysis and preferred approach

This chapter outlines the process and findings of an analysis of two siting options, identified by Council prior to commencement of this study.

8.1 Background

Following the identification of a need for new community facilities in past studies and opportunities that have arisen with the proposed TfNSW commuter car park (refer chapter 2 – ‘Study context’), the following two siting options were identified for the Lindfield library and community centre by Council:

- » **Siting option 1, separate facilities** – this option involves locating the library together with a village green on the eastern side of Lindfield local centre, on an existing Council owned car park on Tryon Road/ Kochia Lane and the community centre on the western side of Lindfield, together with a town square on a Council car park on Woodford Lane (refer to the following plan). Note: the Tryon Road site is insufficient in size to accommodate both facilities



Figure 7: Siting option 1 – library on the Tryon Road site to the east (B) and the community centre on the Woodford Lane site to the west (A). Red – Council owned land. Green – land to be acquired by Council for the purposes of new public open space.

- » **Siting option 2, co-located facilities** – this option involves developing a community hub on the western side of the Lindfield local centre, on the Woodford Lane site that includes the library, community centre and town square – refer plan below. (Note: the Woodford Lane site is sufficient in size to accommodate both facilities as part of a greater development, which may also include a commuter car park as well as commercial, retail and/or residential uses).



Figure 8: Siting option 2 – the library and community centre will be co-located on the Woodford Lane site to the west (A). Red – Council owned land. Green – land to be acquired by Council for the purposes of new public open space.

Note: the existing library site was considered to be an unsuitable site for new community facilities, primarily due to issues relating to access (being situated directly on the Pacific Highway and the absence of side street access).

8.2 Siting options analysis

An analysis of the two siting options was undertaken as part of this study. The following outlines key factors considered in determining a preferred option.

Leading practice principles for community facility provision

The siting options were assessed against the proposed principles outlined in chapter 7 – ‘A vision for the Lindfield facilities’. Key principles considered in the selection of a preferred siting option are discussed below.

Central to catchment, equitable access and location to promote visibility and accessibility

Successful community facilities are well located. Leading practice favours the clustering of community buildings in urban centres to enhance accessibility and connectivity with related uses. Well used community facilities tend to be located in places that are readily accessible (by walking, public transport and car), in locations where people already congregate, near other uses such as shops, services and schools and are highly visible, with a prominent street presence.

The Tryon Road site was identified by some participants in consultation, as a superior site in terms of its location for a library – in the centre of an existing vibrant and activated area, on the eastern side of the highway, with better access to the station. The Woodford Lane site however, too is well

located. It lies within the Lindfield local centre and is in close proximity to the train station. Aspects of the site raised as problematic are those that can be addressed in its redevelopment and, therefore, need not render it an inferior site to house the community facilities. Issues to be addressed include:

- » The Highway as an access barrier between site and station
- » Lack of existing activity with the site located at the rear of the western shopping strip

While it is imperative that these issues be addressed, this study concludes that both sites have the potential to be viable, high quality locations.

Clustered/co-located

One of the key leading practice principles for community facilities is co-location. The co-location of different types of community buildings (e.g. libraries, community centres and community service centres) is a commonly identified objective of most recent planning efforts for community facilities. Co-locating facilities on a single site to create a community hub is an emerging trend in community facility provision. Community hubs create a focal point for community activity – with users able to access multiple services, programs and amenities efficiently, in a single visit.

Co-location can encourage improved coordination between community service providers, promote the establishment of partnerships and the integrated delivery of some services.

Co-location also provides opportunities for shared or joint use of spaces and amenities between facilities and services and can reduce or avoid duplication. In doing so, co-locating facilities can offer significant financial benefits (this is further discussed below – refer 'Financial factors').

The Woodford Lane site is the only one of the two sites that provides the opportunity for co-located community facilities. Siting Option 2, therefore, emerges as the preferred option when considering opportunities for co-location.

Other key principles

With the Tryon Road site having a limited site area, the Woodford Lane site better provides opportunities for designing into the building the possibility for adaption and expansion in the future.

With regard to other key principles, the sites both measure well and cannot be separated. For example:

- » Both sites offer opportunities for the facilities to be located with open space. A village green is currently proposed for the Tryon Road site and a town square for the Woodford Lane site
- » Both sites have the opportunity to contribute to the public domain and sense of place. Lindfield would benefit greatly from a community focal point and gathering space, provided either to the east or west of the pacific highway.

Stakeholder feedback

Feedback from the stakeholder workshop – there was an overwhelming preference expressed by stakeholders for co-located community facilities (and, therefore, Siting Option 2). Reasons given by participants for this preference were:

- » The efficiency of being able to access different facilities and services in a single visit
- » A more financially efficient option (representing a single construction project and presenting opportunities to avoid duplication)
- » This option provides the opportunity for the library to be an anchor/key attractor for the community centre

- » Co-locating facilities presents an opportunity to integrate library and community centre and challenge the traditional role of a library (through the ability to offer additional services, programs and activities as well as spaces)
- » Presents an opportunity to strengthen the west through the provision of a key attractor (and avoid contributing to the east/west divide explained to be present in Lindfield).

Feedback from library staff – there was a preference expressed for the Tryon Road site and, therefore, siting option 1. Reasons for this preference are summarised below:

- » The Tryon Road site is an ideal site for a library. It is already an activated site and the library is guaranteed to be a successful, vibrant community facility and focal point in this location
- » The library would be closer to new development and greater future activity in the east, including increasing numbers of people living in apartments. Community facilities such as libraries are increasingly playing important roles as 'second living areas' for people living in high density dwellings, older people and people living alone
- » The Woodford Lane site is not currently an activated site and there is a concern that that the library will not attract visitors and will struggle to thrive and succeed on this site.

Feedback from the staff workshop – the majority of participants favoured co-location of facilities (Siting Option 2) for reasons relating to financial efficiency and efficiency for users. Staff also discussed the potential to transform the Woodford Lane site and create a new community focal point in Lindfield. Staff however, also acknowledged issues with the site relating to lack of activity, access and connection and stressed the need to address these issues to ensure the success of the community facilities.

Site constraints

The Tryon Road site is a small, constrained site. Should the library be located on this site, it would be housed in a two storey building. The separation of administration and public spaces on two levels has proven to be functional for many libraries. Due to its restraints however, a library on this site would require some separation of the public spaces over the two levels, which would prove to be problematic, particularly in relation to surveillance, access and staffing costs.

A small site also restricts a community building from being able to expand and adapt over time, to cater to changing community interests and needs.

While the Tryon Road site would be an ideal location for a library, there are some constraints associated with its limited site area which may result in a compromised library design and greater ongoing operational (staffing) costs.

Financial factors

Co-location (Siting Option 2) has the potential to provide significant cost savings. As discussed, co-location provides opportunities for shared or joint use of spaces and amenities (such as meeting rooms, consultation rooms, offices, parking, open space, staff rooms, kitchens and toilets). This shared use and avoidance of duplication can provide substantial reductions in capital and ongoing operational costs.

Siting Option 1 would also require additional costs relating to the management of the construction works as the facilities on separate sites would likely be administered as two separate design and construction projects. Siting Option 2 presents the opportunity to package the delivery of facilities in a single project.

8.3 Preferred siting option and recommended approach

Siting Option 2, the co-location of library and community centre on the Woodford Lane site as a new community hub, emerged from the analysis as the preferred option. This is primarily due to this site being the only site capable of co-locating the library and community centre.

It is however, acknowledged that concerns regarding the site expressed during consultation are legitimate. The Woodford Lane site in its current state presents some key issues (relating to access, amenity and activation) that would need to be addressed to ensure the new facility is successful. To address these issues, a complete transformation of the site is required through a holistic, integrated master planning approach. This approach is further discussed in Chapter 10 – ‘Other key considerations’.

9 A vision for the Lindfield facility

This chapter provides a vision for the proposed Lindfield district facility including recommended characteristics and the spaces and amenities it should contain. It also considers the arrangement of the facility components – the relationships between the various elements, including potential synergies and conflicts. The information is intended to assist designers in their development of plans for the facility in the future.

The chapter provides a vision for a single facility that co-locates library and community centre in one building, identified as the preferred approach in the previous chapter (chapter 8 – ‘Siting options analysis and preferred approach’).

9.1 Proposed facility characteristics

The desired characteristics of the facility (described below) are a translation of those characteristics described by stakeholders during consultation activities conducted for this study. The characteristics should be used to shape the look and feel of the district facility. They should also influence the programming of the facility – the hosting of different services, programs, events and activities. Many characteristics identified align with the proposed principles.

In summary, the Lindfield district facility should be:

- » **Accessible** – a centrally located facility with good connections to surrounding land-uses and transport. A place that is designed to be universally accessible inside and out and cater to all people in every way, including people with disabilities and older people. Ensure the design and selection of all spaces, amenities, furniture and equipment considers accessibility requirements. Consider the opportunity for the facility to be an exemplar project – incorporating accessible elements over and above required standards
- » **Welcoming, inclusive and accommodating** – an inviting place in which everyone feels welcome and comfortable. A place that can be used by a diverse range of people and groups
- » **Spacious and open** – a light, bright, free flowing, facility with generous spaces and connections between inside and outside (without being too overwhelming). A ‘feeling of space’
- » **Flexible and multi-use** – spaces that can be used for a variety of purposes and by many different groups
- » **Iconic** – an iconic building design that reflects the distinct identity of the local area/community. A building with a unique character and brand
- » **Active and vibrant** – a busy, dynamic, activated place – a village hub or ‘heart’
- » **Modern** – a contemporary building design with colourful spaces and up-to-date technology, systems and equipment
- » **A connector** – a facility that reconciles the Lindfield east-west division
- » **Sustainable** – an environmentally sustainable building with natural lighting and ventilation. The opportunity to be a demonstration project showcasing latest technologies
- » **Adaptable** – a building that can adapt and change over time to allow for new uses. This characteristic must be considered in the design process, with the building structure designed to allow for adaption/expansion.

Key characteristics are illustrated in the figure below.



Figure 9: Facility characteristics

The following images illustrate how characteristics can be translated in the design of community facility buildings.



Figure 10: Lane Cove Library, NSW – modern interiors with the use of colour and contemporary fittings and furniture

Image: Elton Consulting



Figure 11: Surry Hills Library and Community Centre, NSW – a light, bright facility. The substantial use of glass in the building facade provides generous natural light. The building is also highly regarded for its high level of environmental sustainability, achieved through the inclusion of new sustainable technologies

Image: Peter Bennetts



Figure 12: Vinegar Hill Library and Community Centre, NSW – An adaptable facility that was planned with additional space to enable expansion over time, to ensure that it will continue to meet the needs of a growing population. Spare capacity was leased to commercial organisations in the short term.

Image: Elton Consulting



Figure 13: Churchill and District Intergenerational Community Hub, VIC –an iconic building that visually expresses the facility's key goal of bringing together a range of services together to work collaboratively in the hub. The building appearing to be 'wrapped' together with a series of built elements that form the building's facade.

Image: Emma Cross

9.2 Potential uses and spaces required

Consultations conducted for this study identified a range of activities and programs that the new facilities should be able to accommodate, as well as community services that should be provided. Uses varied significantly including large and small organised group activities and classes, community events, business meetings and provision and access to community services. The need for the facility to host or cater to informal activities was also identified as a priority. It is envisaged that the new facilities be places where people feel comfortable visiting and spending time.

The role of public spaces has been changing in recent years, particularly in areas where increasing numbers of people are living in higher density dwellings (such as the proposed Lindfield district facility catchment). In such areas community facilities are playing an important role as the second 'living room' – providing a space outside the home to sit, read, relax, study and socialise. Community facilities are also popular venues for private functions that were traditionally held at home, such as children's parties.

The following table collates the key uses identified during the course of this study and nominates the types of spaces in which these uses could be conducted.

Use (activity, program or service)	Spaces
<ul style="list-style-type: none"> » Informal activities – gathering, socialising, reading, relaxing » Access information » Exhibitions » Meeting space for before and after functions » Non-bookable open plan space for small informal meetings 	Foyer
<ul style="list-style-type: none"> » General library services and use » Studying, reading » Group study » Children's story time » Library events (e.g. author talks) » Meetings » Computer and internet access 	Library
<ul style="list-style-type: none"> » Large meetings » Group activities (e.g. dance, martial arts, exercise classes) » Community functions » Concerts and performances » Private functions » Playgroup » Vacation care » Occasional youth activities 	Multipurpose hall

Use (activity, program or service)	Spaces
<ul style="list-style-type: none"> » Training and classes (adult education, English classes, homework, tutoring, computer training) » Community group meetings » Group activities » Business meetings and technology sessions » Men's activities » Youth meeting space and activities 	Meeting/activity rooms
<ul style="list-style-type: none"> » Service provision (visiting and/or permanent services) e.g. HACC services, FACS services, KYDS » Baby health clinic and immunisation service 	Service provision rooms
<ul style="list-style-type: none"> » Food preparation for functions and meetings » Cooking classes 	Commercial kitchen
<ul style="list-style-type: none"> » Informal activities (reading, relaxing, meeting, playing) » Community events » Private functions » Gardening » Playgroup » Youth activities » Vacation care outdoor play and activities 	Outdoor spaces
<ul style="list-style-type: none"> » Informal activities – gathering, socialising, reading, relaxing 	Cafe

9.3 Specifications for spaces

The following table outlines the specifications for each of the key spaces listed in the table above, incorporating inclusions identified by stakeholders and staff in consultation. The table also contains recommended amenities and other key inclusions that we have identified as important elements for consideration through our previous experience with community facility planning.

Spaces	Inclusions and specifications
1. Entry and foyer	<ul style="list-style-type: none"> » Floor area for the foyer and public toilets is included in, and split between, the floor areas specified for the library and the community centre » A prominent, transparent, clearly defined entry, visible from the street so that passers-by are able to see into the facility and be encouraged to enter » A shared entry and foyer for library, community centre and service provision component should be provided, with good signage and way-

Spaces	Inclusions and specifications
	<p>finding to direct people to where they need/want to go</p> <ul style="list-style-type: none"> » A spacious, light, bright welcoming foyer with abundant natural lighting and good ventilation » Prominent signage and information screen or board outside the facility advertising activities on offer, services available and up-coming events. An information board or screen should also be located inside the facility » A community information board inside the centre advertising other events, groups and services offered around the local area, LGA and wider region » Should the community centre be managed by on-site facility staff, a reception desk should be located in the foyer, in a prominent location that is visible immediately upon entry. There is also the option to include a branch council customer service at the reception desk » The foyer is to function as an informal meeting space or second 'living room' where people feel comfortable sitting and relaxing by themselves or with others. A place that encourages people to meet and linger, not just walk through. It should include contemporary, comfortable furnishings, artworks, magazines and newspapers and free Wi-Fi » Incorporating a café adjacent to/as part of the facility would also encourage visitors to linger and enjoy the facility (refer 'Café'). Ideally the café would be connected to the foyer » The foyer could also function as an exhibition space. Include a permanent artwork hanging system and spacious, open layout to allow this to occur » Provide access to public toilets from the foyer. Locating toilets in/adjacent to the foyer enables them to be shared amenity between different components of the facility as well as being accessible to users of the adjacent town square/village green » Should basement parking be provided, lift access would also be provided in the foyer. This lift should also function as a delivery/service lift » The potential need for separate entries, for different components of the facility, was also raised in consultation. This may be necessary to enable some users to access services confidentially and discretely. It is recommended however, that any additional entries be read clearly as secondary entries and focus is placed on creating a prominent main entry that encourages people to come together, promotes shared use and enables good natural surveillance of the facility » Automatic doors on main entry to be controlled by security system with scheduled timing. Swipe card access for after-hours access required » CCTV coverage of the front of building, entrance and foyer.



Figure 14: Surry Hills Library and Community Centre, NSW – the glass facade allows passers-by to see inside the facility

Image: Elton Consulting



Figure 15: West Vancouver Community Centre, Canada – foyer area with seating and café access encourages users to sit, relax in the foyer of this facility

Image: Elton Consulting



Figure 16: Entry seating area at the Lane Cove Library – a space for people to sit, read and relax with natural light, comfortable furnishings, modern fittings, reading material and a community notice board. A similar arrangement is envisaged for the foyer of the Lindfield facility
Image: Elton Consulting

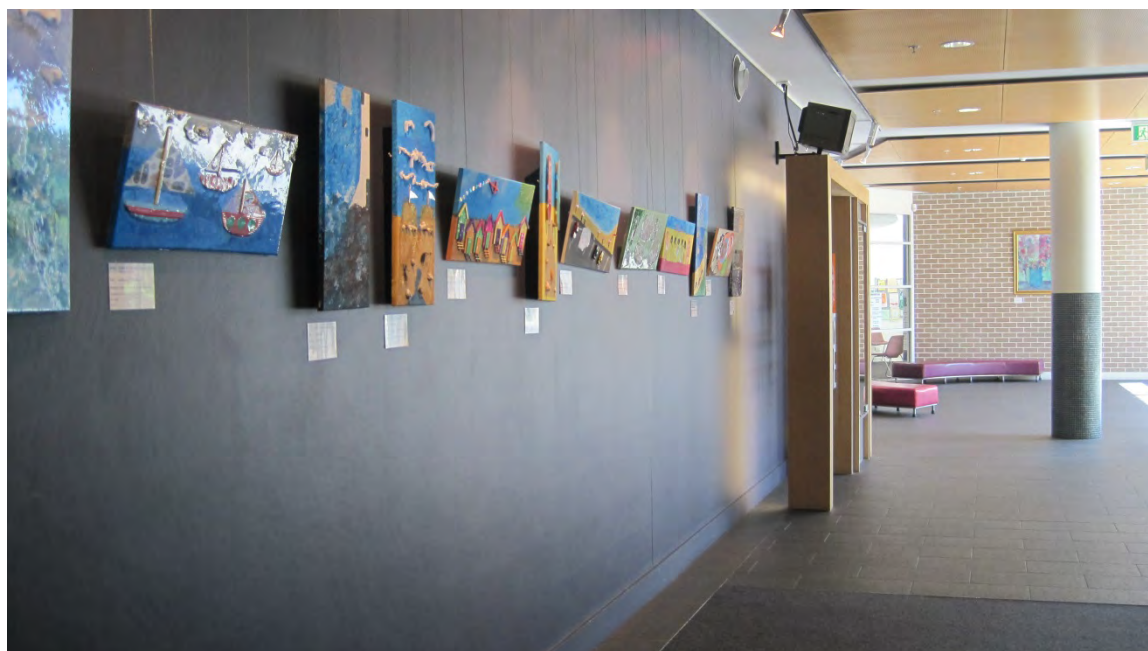



Figure 17: Exhibition space in the Castle Grand Community Centre hall/foyer
Image: Elton Consulting

Spaces	Inclusions and specifications
2. Library	<ul style="list-style-type: none"> » Library to have a GFA of approximately 1,265 square metres and comprise of library reception desk, display area, general collection area, children's area, youth area, computer area, meeting room, sitting, reading and studying areas, administration and staff areas. Also included in this GFA is a portion of the facility entry/foyer space and public toilets. Additional detail is provided below » Provide a modular layout that includes various zones within the library for different uses and flexibility to enable the layout to be modified easily (e.g. through the use of shelving on wheels) » Include adequate space in the main library area for the collections as well as generous, accessible circulation space (for mobility devices and prams) and space for events, exhibitions and displays » Library to include a general collection area as well as a children's area (that can accommodate the children's collection and story time activities), youth area and computer area. Children's area should be located away from the front door and be located and designed to minimise noise impacts on other areas of the library » Provide areas for reading and study including tables/desks and chairs as well as informal seating including couches » A designated library meeting room within the library is required. The room should be able to accommodate computer/IT groups and training. Refer to 'Meeting/activity rooms' for additional direction regarding the provision of space to accommodate computer training » Staff area including reception desk, office/administration space, workroom, kitchen/lunchroom and toilets » Provide access to an enclosed outdoor area (courtyard) if possible. This area could be used for children's story time and provide a space for sitting and reading outdoors. The area would need to be contained and accessed only through the library, to ensure resources cannot be removed from the library without being borrowed » Include adequate storage space for supplies, repair materials, recycling, trolleys, display cabinets and additional furniture » It is recommended that direct access be provided from the library to the community centre meeting rooms, should the building design allow. This would increase the flexibility of the overall facility. This flexibility may open opportunities for the library to provide additional services and programs in the future, beyond what can currently be envisaged. The access would need to be controlled (e.g. key pad or key lock) to ensure a high level of security » Other requirements include: <ul style="list-style-type: none"> > Good way-finding (into and through the library) > Wi-Fi throughout the library > Fireproof return chutes > Generous power points/supply to enable flexibility in layout

Spaces	Inclusions and specifications
	<ul style="list-style-type: none"> > Direct access to the library for library deliveries, staff access and garbage collection > Large windows/glass walls and a pleasant outlook along at least one side of the facility > CCTV coverage of all floor space > Swipe cards on library entry and automatic doors scheduled timing by security system.



Figure 18: Areas for reading and study at the Lane Cove Library
 Images: Elton Consulting

Spaces	Inclusions and specifications
	<p>Figure 19: Shelving on wheels (at the Lane Cove Library children's area) enables the library layout to be changed easily – creating greater flexibility Image: Elton Consulting</p>
3. Community centre	<p>A community centre of approximately 1,190 square metres GFA is recommended. This includes a multipurpose hall, meeting/activity rooms, service provision space, staff spaces and amenities, kitchen amenities, public toilets, storage and maintenance amenities. Also included in this GFA is a portion of the facility entry/foyer space and public toilets.</p>
3a. Multipurpose hall	<ul style="list-style-type: none"> » Include a multipurpose hall capable of hosting large meetings, seminars and events, group activities (including physical activities such as dance, martial arts, gymnastics), performances (music, dance, drama) and private functions (e.g. parties) » Capacity for approximately 200 people (theatre style) and accommodation of a 50-60 place vacation care service (identified by Council staff as a key service need in the catchment) » A multipurpose hall was identified during consultation with Council staff as a suitable space for the provision of vacation care services (compatible with other uses) as currently occurs within the West Pymble Community Hall and the St Ives Community Centre. The hall will need to comply with regulations relating to vacation care centres – the <i>Education and Care Services National Regulations</i> (New South Wales Government, September 2013). These regulations will direct the quantity of indoor and outdoor space, entries, supervision/surveillance, security, toilets, kitchen facilities, staff areas, amenities etc. » A sprung wooden floor is recommended as it enables the space to accommodate the broadest range of uses. (Note – Council's Building Trade Staff request that an alternative to wooden flooring is investigated) » High quality systems to support the hosting of performance, events

Spaces	Inclusions and specifications
	<p>and large meetings (acoustics, lighting and software controlled audio/visual equipment in secure, lockable housing)</p> <ul style="list-style-type: none"> » Direct access to a commercial kitchen (refer 'Kitchen amenities') » To be divisible into two sections. This may be best designed as one large section (approximately 120 people capacity) and one smaller section (approximately 80 people capacity). Location of the divider to be carefully considered with regard to hall entry and access to the commercial kitchen from the larger section. A smaller kitchen/kitchenette should be provided in the section of the divided hall that does not have access to the commercial kitchen » Portable stage (a fixed stage was not seen to be a necessary inclusion by workshop participants) » Direct access to dressing rooms and a green room (waiting, preparation room) to enable use of the hall for performances. This access should be in a suitable location (with consideration to where a stage would be set up/positioned). The green room could also be a flexible space that could double as a meeting room » Adequate storage for large equipment including (tables, chairs, portable stage etc.) » Both sections of the hall should open up to a contained outdoor area to improve its suitability to host private functions and to provide an appealing outlook. Outdoor space is also required for the provision of vacation care services and, therefore, the design should meet requirements of the <i>Education and Care Services National Regulations</i>.
<p>3b. Meeting/activity rooms</p>	<ul style="list-style-type: none"> » Refer 'Library' for library meeting room » Provide a mix of meeting rooms of different sizes and capacity through the provision of a large room (approximately 150 people capacity) divisible into three (uneven) sections of approximately 20, 50 and 80 people capacity » Provide IT equipment to support use of spaces for training purposes as well as hiring of rooms for business meetings (smart screens, video conferencing, internet access, ability to set up computers). Ensure at least one of the spaces can accommodate computer training classes. It is recommended that such classes be encouraged to utilise laptops rather than PCs to enable equipment to be packed away and ensure flexibility of the space. Further consultation should be conducted with computer groups who may wish to use the facility (e.g. Computer Pals for Seniors), to gain additional input into the design of a space that can accommodate computer training » Enable one of the activity/meeting spaces to be used for youth groups and activities (formal and informal). Spaces for youth activities typically include larger furniture (couches) and large equipment (e.g. TVs and game sets, pool tables, table tennis tables). This equipment would ideally be stored when the space is used for other purposes. As the equipment is large and difficult to move it is recommended, rather than providing a storage cupboard, a section of the room should be capable of being closed off with the use of dividers. This enables

Spaces	Inclusions and specifications
	<p>equipment to be consolidated, allowing for easy and quick set-up and pack-up, avoids the need for a designated space and creates a more flexible, multi-use space</p> <ul style="list-style-type: none"> » Provide kitchenettes in all meeting and activity rooms to ensure flexibility » All meeting and activity rooms to include generous storage » Provide access to outdoor space from activity/meeting spaces where possible. This is particularly important for the space used for youth activities » Provide direct access to meeting/activity rooms from the library if the building layout/design allows. This access would increase flexibility of the overall facility. The access would need to be controlled (e.g. key pad or key lock) to ensure a high level of security (refer 'Library') » Provide carpeted flooring in all rooms » Activity/meeting rooms would be available on a booking system.



Figure 20: Flexible, divisible meeting rooms at the Lane Cove Library
Image: Elton Consulting



Figure 21: Flexible, divisible activity/meeting room at the Surry Hills Community Centre
Image: Elton Consulting

3c. Service provision space

The new facility should provide space for the provision of community services. This will include designated office space for service providers permanently housed in the facility, clinic rooms (for health services), 'hot office' space for outreach services (e.g. HACC, FACS services), interview rooms for counselling/small meetings and waiting areas.

» Designated office space:

- > Council has advised that Ku-ring-gai Youth Development Services (KYDS) will be provided with designated office space in the new facility. Provide office space to accommodate this service (the number of offices and other requirements are to be determined through further consultation with KYDS). It is recommended that this service access any additional space (meeting/activity rooms and interview/counselling rooms) on the booking system with KYDS given priority booking during their peak period (typically after school and evenings)
- > Council should also consider partnerships with other service providers who may be able to contribute to the provision of additional designated service provision space. (This may be in addition to the overall floor space proposed for the community centre)

» Clinic rooms:

- > Provide 3 clinic rooms to accommodate health services which will include:
 - Rooms for early childhood health services (potentially relocated

Spaces	Inclusions and specifications
	<p>from the existing Lindfield Early Childhood Centre)</p> <ul style="list-style-type: none"> – Room/s capable of accommodating other Area Health services (e.g. immunisation and clinic services). This space could also be used part-time by early childhood health service if required – Number of rooms required to be resolved through consultation with Area Health – The spaces will include a sink, vinyl or similar flooring and other inclusions/specifications as directed by Area Health. Further consultation with government agencies will be required during the design phase to ensure spaces meet relevant regulation/specifications <p>» Hot office space:</p> <ul style="list-style-type: none"> > Provide 'hot' offices for outreach services that require office space on a sessional basis. Offices will require a desk, chair, secure storage for multiple services and internet access > Hot offices to be available on a booking system > The inclusion of business incubator space (to assist small business start-up) was also raised in consultation. Consider providing access to hot office space, through the booking system, to other community members for this purpose > The number of offices required to be resolved during future consultation <p>» Interview/counselling rooms:</p> <ul style="list-style-type: none"> > Provide interview/counselling rooms of 4-6 person capacity. These rooms should contain chairs and table, lounge, storage and internet access > Interview rooms will require double access for service provider staff safety (emergency exit and escape) > Interview rooms could also be made available as small meeting spaces for broader community use on the booking system however, priority should be given to service providers. > The number of interview rooms required to be resolved during future consultation <p>» Other specifications</p> <ul style="list-style-type: none"> » A separate waiting area will also be required for the service provision component of the facility (particularly catering to users of the early childhood health service) » Service providers will also have access to other community centre spaces (meeting/activity spaces and hall) through the booking system » Provide staff amenities such as kitchen/tearoom, toilets and shower for shared use by service provider staff – refer 'Staff spaces and amenities'.



Figure 22: Early Childhood Health Centre within the Castle Grand Community Centre
Image: Elton Consulting

Spaces	Inclusions and specifications
3d. Staff spaces and amenities	<ul style="list-style-type: none"> » Space and amenities will be required for library, community centre and service provider staff » Library staff requirements – refer 'Library' » It is recommended that the facility be overseen by an onsite facility manager. The manager (and potentially other community centre staff) will require an office, kitchen/tearoom, toilets and shower. The office should be associated with the reception desk/area » Explore the opportunity for community centre staff to share the kitchen/tearoom, toilets and shower facilities with library staff to encourage integration of the facilities and collaboration between staff. This will only be suitable if community centre management staff, like library staff, are direct Council employees » Community service provider staff (non-Council) will also require staff spaces including a kitchen/tearoom, toilets and shower. It is recommended that these spaces be shared between staff from different organisations.
3e. Kitchen amenities	<ul style="list-style-type: none"> » Provide a commercial/industrial kitchen to support private/corporate/community functions in the hall. To be suitable for both reheat and meal preparation » Commercial kitchen may also be used for vacation care services and, therefore, must comply with regulations » Commercial kitchen to allow for training (including large, moveable island work and demonstration bench and adequate space for students/participants) » Provide kitchenettes in activity/meeting rooms.
3f. Public toilets	<ul style="list-style-type: none"> » Shared between the library and community centre and located with consideration of the zoning of the building e.g. in the foyer (refer section 'Spatial arrangement'. A parents room should also be provided)
3g. Storage	<ul style="list-style-type: none"> » Provide adequate storage in all rooms to enable effective shared use of all spaces and maximise utilisation by enabling quick and easy set-up and pack-up by different user groups » Include a storage room close to activity rooms with individual lockable cabinets for individual groups.
3h. Maintenance rooms and amenities	<ul style="list-style-type: none"> » Outdoor/direct access store with roll-a-door » External waste disposal enclosure (location and design as per waste collection agency requirements) » Delivery/loading zone » Communications room to support building I.T., security etc » Internal staff cleaning/maintenance room » Hirers' cleaning room.

Spaces	Inclusions and specifications
4. Outdoor spaces	<ul style="list-style-type: none"> » Outdoor space is required to fulfil a number of functions. More than one outdoor area is likely to be required. The type and extent of outdoor space will depend on site opportunities and constraints. Outdoor space is in addition to the library and community centre GFAs » Plans for the potential sites include the provision of a town square/village green. This type of space has the potential to become a key focal point and gathering place in the area and would be well co-located with a library and community centre » Provide the following outdoor spaces connected to the hall and meeting/activity rooms: <ul style="list-style-type: none"> > Outdoor space connected to the hall to include a large covered area and be an appealing space to accommodate private functions. This space or a separate outdoor area connected to the hall (if possible) should also accommodate vacation care services and must, therefore, comply with regulations > Outdoor space for young people, accessed from the room used for youth activities. This space should enable informal activities (games/meeting/socialising) as well as enable the setup of informal recreation activities (e.g. table tennis). Provision of a half court could also be considered » If possible, include an outdoor, courtyard style space that can be accessed from the library (refer 'Library') » A community garden was identified as a desired space during consultation and should be considered for inclusion. Ensure the garden is accessible (e.g. raised garden beds, accessible work benches and adequate circulation space) » Outdoor areas should also have a good aspect to ensure they can be enjoyed by users » Outdoor space area will be in addition to the floor areas specified for the library and community centre » Consider and address security related issues in the design of outdoor areas and connections/access to spaces.



Figure 23: Community centre and library co-located with a town square in the Rouse Hill Town Centre, NSW. It is a popular meeting and gathering space with good solar access, plantings, water features, public art and ample seating

Image: Elton Consulting

5. Cafe

- » Café space is not included in the library or community centre GFAs.
- » Consider the inclusion of a café within or adjacent to the facility. Ideally it would be connected to the facility's foyer
- » The café should be located near the facility entry and have its own street/town square frontage to assist it to develop into a viable commercial operation. It should also have indoor and outdoor seating
- » Explore opportunities for the café to be a social enterprise initiative
- » The minimisation of noise impacts from the café on other facility uses/spaces needs to be considered when locating the café
- » Flooring that is easily cleaned and maintained.



Figure 24: Café at the entry of the Vinegar Hill Library and Community Centre has a town square frontage and outdoor seating

Image: Elton Consulting

6. Other requirements

» Access:

- > The site, as well as building design, should achieve high quality, well connected pedestrian links to the facility from surrounding areas and public transport
- > Ensure the facility provides a high level of accessibility to all and the facility and all spaces within it comply with the principles of universal design (in line with the guiding principles outlined in chapter 6 – ‘Key trends and guiding principles’)
- > Provide safe, undercover public parking for staff and visitors (well lit, close to the building entrance). Underground public parking to be secured with roller door when site is not operational
- > Separate staff entry to staff administration areas (for library and community centre staff)
- > Staff parking in close proximity and safe and secure access to staff entry
- > Provide disabled parking close to the building entry, undercover drop-off area that can accommodate community buses and bus parking. The provision of a community bus associated with the facility was raised in consultation
- > Refer to relevant regulations for parking/drop-off for vacation care drop-off and pick-up – *Education and Care Services National Regulations* (New South Wales Government, September 2013)
- > Include bike parking or bike storage and showers to encourage active transport
- > Provide adequate access for deliveries and maintenance service

Spaces	Inclusions and specifications
	<ul style="list-style-type: none"> » Furniture, fixtures and fittings: <ul style="list-style-type: none"> > All furniture and equipment provided should facilitate efficient set-up, be ergonomic, consider accessibility and be robust to limit maintenance issues. This includes the provision of light-weight but robust furniture, stackable chairs, foldable tables on wheels and the provision of equipment trolleys > Fixtures, materials and finishes should be hardwearing while also being attractive > Provide adequate utilities and fixtures in each room including power points in multiple locations to allow flexibility, adequate and zoned lighting and dimmers > Provide free Wi-Fi throughout the facility in indoor and outdoor areas. Also provide Wi-Fi in the town square » Operations: <ul style="list-style-type: none"> > All building services to be controlled by a Building Management System (BMS) > Each section allocated separate metering to allow for future billing to hirers, user groups etc > Adequate security through whole of building for access and CCTV > Sustainable approaches for power (solar and LED Lighting), recycled water (tanks) etc.

Additional potential spaces

Another potential community need identified by Council staff during consultation was for occasional childcare services. Council has advised that this will need further investigation. A space for occasional childcare will be occupied by the service for a large section of time on weekdays. If it is determined that the demand for occasional childcare should be addressed through accommodation in the Lindfield facility, it is likely to require additional space to that included in the above table and the recommended GFA for the community centre. This space is likely to be beyond the floor space recommended for the community centre in this report.

Also identified was the potential for commercial office space for large government agencies such as NSW Health and Department of Family and Community Services (FACS). Council should engage with these agencies during planning to determine whether they may require spaces. Pre-commitment from the agency would be a fundamental requirement to ensure funding. This would also be in addition to the recommended GFA for the community centre.

9.4 Spatial arrangement

The key to the success of the facility is the arrangement of the components and relationships among them in ways that promote activation, synergy, efficient use of resources, convenient access and placemaking. In recognition of this, this study has aimed to explore the arrangement of components during consultation activities and through research of case studies of leading practice community facilities.

Some of the key relationships between spaces, identified during this study and to be considered in the design of the facility, are described below.

Facility entries

It is recommended that the facility have one main, prominent entry for security reasons as it will enable staff to more easily monitor people entering the building. It will also encourage different users to connect and interact. While service provision space may require a more discrete, separate entry, it should be clear that such a secondary entry is not an alternative to the main entry and leads only to one particular component of the building.

It is proposed that facility visitors and users would enter into an open foyer space, which would act as a central hub, from which the library and community centre are accessed. The foyer would act as a key connection point, bringing together the various uses and users. The foyer itself would be a key space in which people could meet and congregate.

Location of the cafe

The café should be located near the facility entry. For the café to be viable it will need to be able to attract people passing by, as well as facility users and, therefore, will need to be visible from the street/ town square. Ideally the café would be located so that it can open to the street/town square as well as be connected to the facility internally (e.g. with outdoor seating in/connected to the town square and indoor seating in the facility's foyer).

Consider the potential noise generated from the café when determining its exact location. Locate the café away from other uses that require quiet zones – refer 'Other spatial arrangement considerations' at the end of this chapter.

Access to meeting/activity spaces

Ideally, the meeting/activity spaces should be able to be accessed from the library in addition to the community centre. This will enable library staff to directly access these spaces for training, workshops and events. It is understood at this time that library staff do not believe this direct access to be necessary however, if possible it would allow greater flexibility by enabling library services (programs and activities) to expand in the future. Provision of this direct access is dependent on site constraints and relatedly the building design. The access from the library would need to be controlled to ensure that the library collection remains secure. If the building design requires the community centre and library to be in separate wings or on separate levels this may not be achievable.

Location of staff amenities

If possible, staff amenities (kitchen/tearoom and toilets) for library and community centre staff would be shared spaces to encourage interaction and connections and make better use of resources, by eliminating the need to duplicate these types of spaces. It was identified in consultation with staff that this would only be achievable if community centre staff, like library staff, are direct Council employees (refer to chapter 9 – 'Other key considerations' relating to potential management arrangements for the community centre).

Other spatial arrangement considerations:

Other issues to be considered in arranging the various components of the facility are listed below:

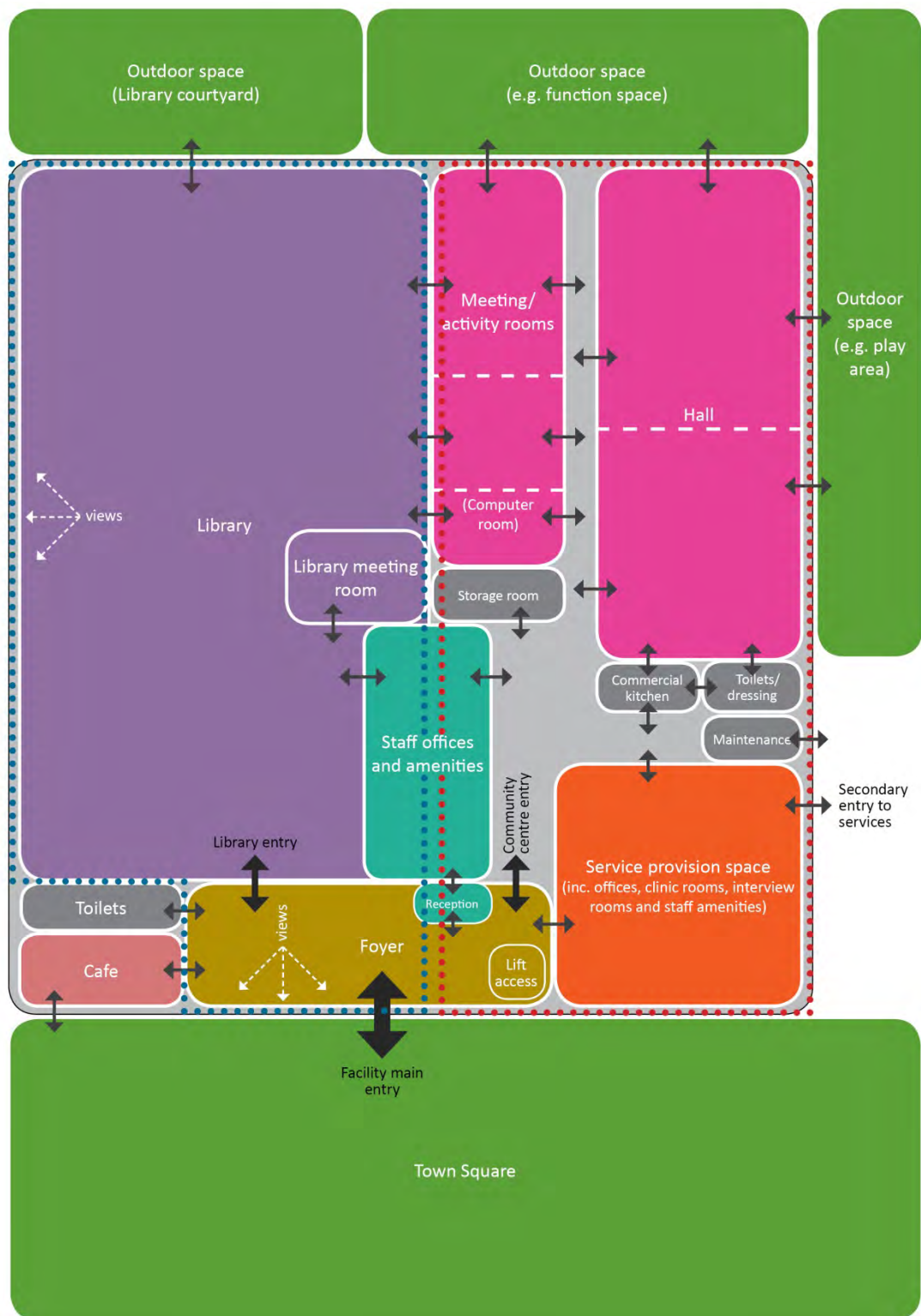
- » There is a need to enable effective zoning of the facility to enable unused sections to be locked down at night (e.g. the library) and on weekends when only select spaces are in use (e.g. the hall for private functions)
- » The arrangement of spaces should consider and avoid noise conflicts. While some of these issues may be eliminated through acoustic treatment, others will need to be addressed by an

effective building layout. Uses that may require quieter areas include reading/study areas in the library, reception area and counselling services, while spaces such as the hall and the outdoor area used for vacation care may attract uses that generate noise.

9.4.1 Spatial arrangement diagram

The diagram on the following page illustrates the proposed spaces and key spatial arrangement considerations. While it illustrates key concepts regarding relationships or connections between spaces, it is not to be considered as a conceptual design or plan for the facility.

The design of the facility will be a complex process that considers a broad range of additional factors (e.g. site area, site constraints and opportunities, orientation/aspect, traffic and access and relationships and impacts on surrounding land-uses). As previously acknowledged, the facility may require the library and community centre to be located in separate wings or on separate levels which will impact on the arrangement of the spaces shown in the diagram. The diagram is however, included to illustrate desired arrangements either raised in consultation during this study or provided as recommended possible approaches to achieve desired outcomes.



- Library GFA approx. 1,265sqm
- Community centre GFA approx. 1,190sqm

Area for public toilets split between library and community centre.
Cafe not included in GFA

Figure 25: Spatial arrangement diagram. This diagram is included to illustrate relationships between facility components. It is not to scale and should not be considered as a concept plan or design for the facility

10 Other considerations

This chapter outlines other recommendations or key considerations to be made in the planning and provision of the Lindfield district facility.

10.1 Ongoing consultation

This study has involved consultation with service providers, community groups and organisations, as well as Council staff, to gain high level input from potential facility users. This input shaped the vision for the facility described in this report. While this vision sets the project on the path to the delivery of a high quality facility, the success of the facility will be determined by more detailed design decisions such as the building and room layouts, accessibility, materials and finishes, furnishings, detailed room inclusions and the quality of the building systems (e.g. acoustics, temperature control, air quality and lighting). These elements impact on the facility's usability, staff and user comfort and enjoyment, ongoing maintenance requirements and operational costs.

The vision for the facility outlined in this report is high level and, therefore, additional stakeholder input is required to inform the detailed design. Additional consultation should be conducted throughout the design process to gain detailed input. It is recommended that a reference group/panel of stakeholders, representing a broad range of potential users (including Council staff), be established to provide input and feedback throughout the design process.

10.2 Facility management

While it is confirmed that Council will manage and staff the library, at the time of writing, the management arrangement for the community centre is yet to be resolved. A district level community centre is of a scale and role that warrants onsite staff. It is, therefore, recommended that the community centre component of the Lindfield facility be staffed. This staff member/staff would be responsible for community liaison, programming, bookings, room setup, trouble shooting and organising events and activities. The staff would have a strong presence through provision of a customer service/reception desk in the building foyer.

To ensure the overall facility functions efficiently and effectively, it is also recommended that the facility be managed by an onsite facility manager, responsible for overseeing the building (that is, all components of the facility).

A possible alternative to direct staffing by Council of facility management and community centre, is outsourcing these roles to a private operator (ideally a not for profit organisation). There are examples of this model being used by other local governments, primarily for their sport and recreation facilities.

10.3 Facility programming

Community centre staff would also be responsible for programming the facility. Programing should focus on the following:

- » Maximising utilisation – ensuring spaces are offered and used throughout the day and at night

- » Meeting community needs – programming to provide a broad range of activities, programs and services that cater to a wide range of community interests and needs (e.g. for children and families, young people, older people, people with disabilities and CALD community groups)
- » Balancing income generation with the meeting of community needs – providing a considered, acceptable balance between generating income through use of space by commercial hirers (e.g. for private functions and business use) with use of space by non-commercial hires that meet key community needs (e.g. subsidised community groups, support services or Council services). This will require a predetermined approach by Council (e.g. through use of ratios) to provide a guide for staff and ensure continuity.

It is important to note that maximising utilisation of the facility relies on the provision of a well-designed building, spaces, fixtures and furniture that enable easy and quick set-up and pack-up as well as adequate storage. It also requires a well administered set of guidelines or rules for room use.

10.4 Development and delivery opportunities and proposed approach

As previously discussed, the success of the district facility on the Woodford Lane site relies on a transformation of the site and the creation of a dynamic community focal point or hub, activated by the community facilities as well as other land-uses (e.g. residential, commercial, retail) and open space. It is understood that Council is currently investigating these other land-uses and undertaking a preliminary feasibility assessment to determine a viable mix. It is also recommended that an integrated master plan approach be adopted.

This would involve considering the relationship of various components on the site as well as connections to surrounding land-uses. It is also recommended that the master planning process adopts a placemaking approach, which not only considers the built form, but the future use of the site (the social and cultural life) with a focus on achieving an active, vibrant, highly utilised, desirable, accessible and financially sustainable place.

There are a number of opportunities that have emerged (including the proposed commuter car park and a proposed new supermarket and residential apartments) that may potentially support the site's transformation and should be considered during the master planning process. While the community facilities will contribute to the activation of the site, additional measures required include:

- » Activation of the site through the inclusion of other attractors including commercial space (e.g. offices, medical services, hairdressers), retail offerings (shops, cafes and restaurants) and the possible inclusion of residential dwellings
- » Strengthening connection and access from the east and the station to the site. This may require providing additional connection points through the shops and potentially a pedestrian bridge over the Pacific Highway
- » Improving connections and the relationship between the shops and site. Opportunities and incentives could be provided to shop owners to reconfigure their establishments to better connect with and address the Woodford Lane site
- » Providing useable, attractive open space associated with the community facility. A town square has been identified for this site in preliminary planning documents. It is recommended that the community facilities have a strong visual and physical connection to this town square. The town square can also be a venue for activities and events (e.g. concerts, markets and festivals)

- » Ensuring the development (community facility, open space and other uses) is of high quality – an attractive, stimulating, inviting place that attracts a wide range of users regularly
- » Ensuring the community facilities are well programed and managed so that they cater to community interests and needs and attract a wide range of individuals and groups.

The proposed Transport for NSW commuter car park also provides a valuable opportunity for increased visitors to the site, with the other offerings attracting these commuters to stay.

Council should also investigate opportunities for partnerships with service providers and facility management organisations for funding and investment in the proposed development.

11 Summary and next steps

This report recommends development of a community hub consisting of a co-located library and multipurpose community facility together with other land-uses, in the west of the Lindfield local centre on the Woodford Lane site. This report also provides a vision for the proposed Lindfield facility including the desired character as well as the spaces and amenities required to meet the existing and future needs and interests of the community.

Development of the vision and selection of the Woodford Lane site as the preferred siting option, were informed by input received during consultation with potential users of the facility (Council staff, community organisations, groups and state government agencies) and considered lessons learned from case studies of existing community facilities and leading practice principles.

There are however, issues relating to the Woodford Lane site (in its current form) that were raised in consultation and outlined in this report. It is acknowledged that the site lacks connection to the railway station and other areas of activity in the existing Lindfield local centre. As a car park, it is currently an inactive site on which the shops fronting the Pacific Highway turn their backs. While this report acknowledges these shortcomings, it also identifies these as issues that can be addressed through the adoption of an integrated master planning approach. This process would seek to transform the site through the introduction of other activating land-uses (retail, commercial, and/or residential) in addition to the proposed community facilities and open space. It would also aim to strengthen connections to surrounding land-uses and transport.

Also important, is not just the provision of a well-designed facility building, but successful programming of the facility and site to ensure that it offers a wide range of programs, activities and services that meet a broad range of community needs and interests. The design of the site should also facilitate informal activities (e.g. meeting, gathering, relaxing and playing) and a rich and vibrant social and cultural life.

This report aims to assist Council through the planning process including the following recommended next steps:

- » A feasibility assessment of the site to determine a viable land-use mix (it is understood that this assessment is currently being undertaken)
- » A review of the need for other potential uses and inclusions such as an occasional care centre
- » Development of a master plan for the site in coordination with Transport for NSW
- » Identification of potential partnerships (in particular with government agencies and other organisations) and determining the service providers to be accommodated in the proposed service provision space in the community centre
- » Determining a management arrangement for the facility
- » Development of a design brief for an architect and designing a suitable process (including on-going consultation with potential facility users and other community members)
- » Facility programming that ensures a broad range of community needs and interests are met.

Appendices

A	Case studies
B	Consultation notes

A Case studies

This section presents an outline of eight community facilities from NSW and around Australia reviewed as case studies. Key lessons learned from the review informed the development of guiding principles for the Lindfield facility (presented in Chapter 6) as well as recommendations relating to the planning, design and delivery of the Lindfield facility.

The following community facilities were reviewed:

- » Vinegar Hill Library and Community Centre, Rouse Hill NSW – a multistorey community facility in a town centre location
- » Churchill and District Intergenerational Community Hub, Victoria – an iconic building with an intergeneration focus
- » Surry Hills Library and Community Centre, NSW – a multistorey, award winning, environmentally sustainable building with a local focus
- » Ultimo Community Centre – a multifunctional library and community centre incorporating sporting and recreational uses
- » Castle Grand Library and Community Centre, Castle Hill NSW – a multistorey community facility
- » Hume Global Learning Centre, Broadmeadows Victoria – a facility providing learning and education opportunities
- » Mount Druitt Community Hub, NSW – a staffed, district level community facility in a town centre
- » Avalon Community and Recreation Centre, NSW – a multipurpose community centre incorporating sporting uses.

A-1 Vinegar Hill Library and Community Centre

Key characteristic of interest: A multistorey community facility in a town centre location

Location: Rouse Hill, north western Sydney

Governance: Hills Shire Council

Costs: \$12.35 million capital costs

Established: Opened 2008

Size: Library – 1,300sqm. Community centre – 1,100sqm



Vinegar Hill Library and Community Centre

Image: Elton Consulting

Community characteristics

Rouse Hill is currently being developed as a new suburb on Sydney's north western fringe. In addition to being a regional commercial and service centre for the North West Growth Area, the Rouse Hill Town Centre contains around 1,800 dwellings, including higher density apartments in the core of the town centre.

Objectives and focus

The Vinegar Hill Library and Community Centre is intended to serve the local community as well as the district population of around 20,000 people. The joint venture developing the Rouse Hill Town Centre identified 'lifelong learning' as key element of creating a sustainable community. The Vinegar Hill Library and Community Centre was identified as a key initiative in providing lifelong learning opportunities and, accordingly, this was a focus of the facility.

The project also sought to create a focal point for the new and surrounding communities and, therefore, the location selected for this facility was a prominent site in the Rouse Hill Town Centre.

Key inclusions

The Vinegar Hill Library and Community Centre is a multipurpose, integrated community facility, occupying a three level building in a central location, fronting onto the town centre's main plaza. Locating the community facility on the town plaza has been very successful, in terms of forming an active community focal point or hub in the town centre. The plaza contains ample seating, public art and water features providing a sunny place for people to sit, meet, relax and a place for children to play.

With ground floor retail space of prime value, the Centre has an efficient design that locates the library and community centre on upper levels (the library on Level 2 and community centre on Level 3). It manages to retain an important street/ plaza presence by including an entry foyer, small exhibition area and café at ground floor level. The library is 1,300 square metres and the community centre is 1,100 square metres, comprising a number of meeting and activity rooms of different sizes. The facility was also planned with additional space to enable expansion over time to ensure that it would continue to meet the needs of a growing population. Spare capacity has been leased to commercial organisations in the short term.

The facility also houses the Learn2 Learning Hub – a shared learning space for a range of business, education and community organisations (including TAFE NSW – Western Sydney Institute, Australian Business Limited Apprenticeship Centre, JobQuest, Sydney Hills Business Chamber, NorthWest Community College and KUMON Rouse Hill). Learn2 focuses on incubating learning and promoting opportunities within the region by:

- » Providing a new and different learning environment for all ages
- » Enabling learning service providers and learning partners to book the facilities to deliver programs
- » Helping to build strong relationships with the Vinegar Hill Memorial Library and Community Centre
- » Creating a learning centre that responds to the needs of Rouse Hill and the surrounding area's requirements
- » Making referrals to other learning services and agencies – e.g. children's programs in the centre
- » Acting as a conduit between local schools, businesses and the community
- » Offering a convenient access point for advice on training and employment needs of the community.

Although well located with good signage, the entry to this facility is small and somewhat inconspicuous as the ground floor section of the facility is limited to the entry foyer and cafe. The café however, has a good street presence. It is a popular place and as it includes outdoor seating on the town square, activates the entry to the Vinegar Hill facility.

Delivery and management

The development was a joint venture between Landcom (now UrbanGrowth NSW), the NSW Department of Planning (now the NSW Department of Planning and Infrastructure), the GPT Group and Lend Lease.

Prior to releasing a tender for the joint venture development of Rouse Hill, Landcom and the Department of Planning worked with The Hills Shire Council to identify the community facility needs of the area, taking into consideration the existing community needs as well as those likely to be

generated from the new development. A library and community centre were identified as key community facilities during the early planning stages for the town centre, enabling the facilities to be included in the tender for the development.

The successful joint venture team then conducted extensive research into the learning and community requirements of the Rouse Hill region. This found that for a successful learning culture to be established a broad range of learning opportunities, strategically targeted to interested learner groups within the community, must be provided. This research formed the base platform for learning activities within Rouse Hill. As a result the developers contributed considerable funding for the facility and seed funding for programs such as Learn2.



Top: Vinegar Hill Library and Community Centre entry and Rouse Hill Town Plaza

Bottom: Vinegar Hill Library

Images: Elton Consulting

Lessons for the Lindfield District Facilities Study

- » A community centre in a town centre location, co-located with a town plaza can create a vibrant, activated focal point or hub within a community
- » Multistorey facilities represent an efficient design solution however, it is important that they retain a prominent ground floor/street presence. The Vinegar Hill facility has a limited ground floor presence which is unlikely to be sufficient for the Lindfield facilities
- » Additional opportunities for partnerships and funding may be presented when community facilities are provided as part of a greater development such as the development or redevelopment of a town centre
- » Planning additional space for the expansion of a community facility can future-proof that facility and ensure it can continue to meet the needs of growing and changing communities
- » A well located café can help to enliven and activate a community centre
- » Seek and implement partnerships with institutions and agencies to deliver high quality learning, education, training and employment programs and opportunities within a community facility.

A-2 Churchill and District Intergenerational Community Hub

Key characteristic of interest: An iconic building with an intergenerational focus

Location: Churchill, Regional Victoria

Governance: City of Latrobe and a Hub Board

Established: Opened 2009

Costs: \$4.75 million capital costs



Churchill Intergeneration Hub

Images: Top left - Emma Cross. Top right - Latrobe City. Bottom - Emma Cross

Community characteristics

Churchill, situated 150 kilometres east of the Melbourne CBD, is a town of approximately 5,000 people and is home to Monash University's third largest campus.

Objectives and focus

The Churchill and District Intergenerational Community Hub was conceptualised as a multidisciplinary facility bringing together vital community services for all generational groups into a single, concentrated space. The objectives of this co-location of services and facilities were to strengthen relationships between services, encourage referrals between services and increase service presence and community awareness. Council was also interested in delivering a building

with a high standard of environmentally sustainable design that could set an example of leading practice and be used for education purposes.

Key inclusions

The Churchill Library forms the anchor point for the hub, around which other facilities and services are offered. These include:

- » A maternal and child health centre and associated parenting facilities
- » A council service centre
- » A preschool
- » A childcare centre
- » A neighbourhood centre
- » A community kitchen
- » Community meeting rooms
- » 'Hot' offices for service providers to use as a base.

The role the facility plays within the community is expressed in the building design. The hub consists of an iconic building with a striking form and the use of vivid colours. The tying of key services together in a single location and the close relationship of these services was expressed metaphorically with the building appearing to be 'wrapped' together with a series of built elements that form the building's façade.

Delivery and management

The development of the hub was funded through a number of sources including local, state and federal governments as well as Monash University. The delivery of the building included the input of a two tiered governance system involving a Special Committee of Council (which acted as the board) and representative user groups. The Hub Board, consisting of a councillor, Latrobe Council CEO and community members, now oversees the management of the hub.

Lessons for the Lindfield District Facilities Study

- » Plan for intergenerational use of the building by considering the programs and services of interest to, and needed by, different age groups and the spaces and amenities they will require
- » Investigate different management models including partnership arrangements
- » Include a range of services and ensure the design of the building encourages and supports interaction and collaboration between users
- » Include and promote environmental design features
- » Design an iconic building that reflects the facility focus and community values
- » Consider the development of a building that can itself be used for education purposes (as a leading practice case study)
- » Consider the library as an anchor and shared space for the greater facility (from which programs are delivered) rather than as a separate entity.



Churchill and District Intergenerational Community Hub Library
Image: Emma Cross

A-3 Surry Hills Library and Community Centre

Key characteristics of interest: a multistorey, award winning, environmentally sustainable building with a local focus.

Location: Surry Hills, inner city Sydney

Governance: City of Sydney

Established: Opened 2009

Costs: \$13.8 million capital costs

Size: 2,500sqm total area



Surry Hills Library and Community Centre

Image: John Gollings

Community characteristics and facility location

Although it has a relatively diverse population, Surry Hills has in recent decades undergone gentrification, with a significant number of affluent newcomers to the area.

The Surry Hills Library and Community Centre is located in a prominent location on the main commercial strip in the village centre, co-located with shops, restaurants and other services.

Objectives and focus

The project involved close consultation with the local community, which overwhelmingly wanted a place for all community members to share. A gap in childcare services in the area was also identified during the planning process.

Following the delivery of many iconic public open spaces across the City in recent years, the City of Sydney Council was committed to the delivery of an equally iconic public building in Surry Hills in their planning of this facility.

A hybrid building amalgamating a range of key community services and facilities was proposed and the objectives of the redevelopment of the Surry Hills Library and Community Centre were to deliver a facility that would:

- » Become a key focal point within the community
- » Be architecturally iconic
- » Reach a high level of sustainability.

These objectives were also in accordance with the City's vision to be 'Green, Global, Connected'.

Key inclusions

The centre co-locates a number of facilities in multi-storey building with a small site area of 700 square metres. Facilities include:

- » A branch library on the ground floor with a collection tailored to local community interests
- » A café at the entrance to the library
- » A neighbourhood centre providing information and referral services targeting disadvantaged groups
- » A number of meeting rooms available for hire
- » A commercial kitchen
- » A flexible hall suitable for a variety of uses
- » A childcare centre on the third (top) floor
- » An adjoining open space which provides an outdoor meeting space and venue for small events and weekly markets.

The community's desire for a welcoming, shared space was also transcribed through the building design. The building's main feature is a glass façade, which allows community members to view the activities occurring within the building from the street. It provides a strong indoor-outdoor connection and natural surveillance of the street and adjacent open space.

The childcare centre provides outdoor roof-top play areas and entry arrangements providing secure access.

The building also incorporates many leading practise environmental features. It has won many awards for its innovative design and sustainability features.

Management

The library is staffed by Council and the neighbourhood facility managed by a not-for-profit community organisation – Surry Hills Neighbourhood Centre. The childcare centre is run by a separate independent operator.

Lessons for the Lindfield District Facilities Study

- » Identify local community needs and service gaps and ensure the facility successfully responds to these
- » Multistorey facilities are efficient design solutions in town centre locations where site area is limited
- » Co-locate the facility with open space for outdoor community events
- » Use an iconic building design to reflect community and council's objectives
- » Include and promote environmental design features
- » A transparent façade can create a strong street presence, connecting a building to its surrounds and allowing passes-by to see in. The result is an inviting, welcoming and activated place. Such a design feature would work well in Lindfield. Providing this opportunity to see inside the facility entices passes-by to visit.



Left – The Surry Hills Library and Community Centre glass facade. Image: John Gollings.

Right – the various levels and facilities within the Centre. Image: Elton Consulting.



A light and bright seating area in the Surry Hills Library, with glass façade providing natural light.
Image: Peter Bennetts

A-4 Ultimo Community Centre

Key characteristics of interest: a multipurpose, district community facility incorporating informal sporting and recreational facilities

Location: Ultimo, inner city Sydney

Governance: City of Sydney

Established: Opened 1996

Location and community characteristics

Ultimo Community Centre, operated by the City of Sydney, occupies a prominent site bounded by Harris St, William Henry St, and Bulwara Rd in the centre of Ultimo. The facility is across the road from the Ian Thorpe Aquatic Centre, which provides a pool, spa and fitness centre. It is close to public transport and other essential services.

The facility was opened in 1996 and serves the community of Ultimo, which had a population of 7,100 in 2011. More than half the population comes from countries where English is not the first language, with the largest group coming from China. In addition, the facility is used by the large workforce and student populations that visit the area each day. Some components of the centre (e.g. library and sports courts) also serve a larger district population.

Key inclusions

The design of the building is functional rather than iconic, and does not particularly reflect the culture or heritage of the area. Nevertheless, the centre provides a valued focal point for local community activities. The facility is multi-purpose, in that it combines in the one complex a number of components, including spaces for both permanent programs and casual hire.

The facility comprises four levels plus underground car park, built in a U-shape around a central open air courtyard:

- » The ground floor comprises office space for Council staff, informal lounge area, craft room, three-quarter sized indoor sports hall (240 sqm), another hall used primarily for seniors' activities (140 sqm), along with a commercial kitchen for meals preparation, and a large space used for afterschool and vacation care for primary school aged children. It also contains showers and toilets for public use
- » The courtyard contains two children's play areas (one for OOSH and one for younger children) and facilities for informal table tennis. It is also used for markets and other community events, and for informal socialising
- » The second floor contains a library and two meeting/ seminar rooms (each around 44 sqm) available for public hire. The library contains a computer room and free Wi-Fi. The second level also contains the smaller of the two childcare centres.
- » The third floor contains the larger childcare centre. Both childcare centres are operated by the same commercial provider
- » The rooftop fourth level contains two full-sized multi-use sports courts, used for sporting competitions and for private hire
- » In addition, the building provides accommodation through Council's Accommodation Grants Program for the Vibewire youth group, the Jessie Street National Women's Library, Mandala, a multi-cultural group, and a 7 Eleven corner store
- » While the building is a large, four-storey structure, its amount of general, multi-purpose space is actually quite limited – a small hall, two seminar rooms and a craft room. Lack of multi-purpose

space is a significant constraint on the centre's capacity to provide a wider variety of activities for the diverse range of population and interest groups that make up the Ultimo community.

Delivery and management

The centre is managed and staffed by the City of Sydney Council and is open seven days per week. It accommodates a wide range of programs and services. Those run directly by Council staff include a variety of activities for people aged 55+ (including meals, physical, social and cultural activities) library based activities and the OOSH activities. Those run by individuals or organisations who hire the spaces include sports competitions, martial arts and art/craft activities.

The facility is staffed by five Council staff, who manage the bookings for the various spaces as well as providing a local information service, recreation support and managing the centre. The centre's sports courts are heavily used by local sporting competitions and by English colleges and TAFE for student sport.

The centre is well utilised, with over 20,000 people reported through the doors each month. In addition the spaces available for public hire are heavily booked through different times of the day and across the weekend, the only exception being the craft room, which is less well utilised.

Lessons for the Lindfield District Facilities Study

- » The centre's outdoor area is a highly valuable space providing multi-purpose space that can be used for activities for children of different ages, leisure activities for young people, community markets and events and informal gatherings. It is also a pleasant space to sit in the sun and read a book, or play table tennis. This is enhanced by having several level changes that create some different areas (e.g. separating play spaces for young children and for older children / youth), having synthetic grass surface and having movable, not fixed play equipment which can be packed away for community events
- » While the centre is in a prominent location, accessibility could be improved through better signage, as currently it is not clear what the building as a whole provides, nor where its main entrance is. The lack of capacity to see into the building from the surrounding streets has limited community understanding of what the centre does and perceptions of who it is for. Attracting a broad cross-section of residents remains an on-going challenge.



Top: Ultimo Community Centre

Bottom: Ultimo Community Centre multipurpose hall

Images: City of Sydney website

A-5 Castle Grand Library and Community Centre

Key characteristics of interest: Multistorey community facility incorporating other land uses (residential)

Location: Castle Hill, north-west Sydney

Governance: The Hills Shire Council

Established: Opened 2004

Cost: \$10 million capital costs (community facility component)

Size: Library – 1,900sqm. Community centre – 2,000sqm



Castle Grand Library and Community Centre with residential dwellings above

Image: Elton Consulting

Facility location

The Castle Grand facility is located on the edge of Castle Hill Town Centre adjacent to the main Castle Hill shopping centre, cinema complex and large car parking facilities. Within the precinct is a police station, local park, high school and primary school. A train station has been proposed approximately 200 metres from the centre. The centre is accessible by bus, bike and foot. While the facility is located close to town centre it lacks strong connection to surrounding land uses. This is primarily due to the shopping centre opposite lacking any street frontage (providing a solid wall to the street and absence of pedestrian entries). This has resulted in the facility appearing and feeling somewhat isolated.

Objectives and focus

Baulkham Hills (now The Hills) Shire Council recognised the need to replace a dated existing community centre in Castle Hill. A nearby site was purchased for a new library and community centre. The initial conception of the facility was as a function centre. During planning for the new Castle Grand facility, discussions with the Area Health Service took place regarding the need for a better located early childhood centre and health service.

Based on these discussions the original concept for the facility grew. The focus turned to a multipurpose community centre and library. The centre was then designed and purpose built for functions, conferences and events as well as for use by community groups and hirers.

Key inclusions and design

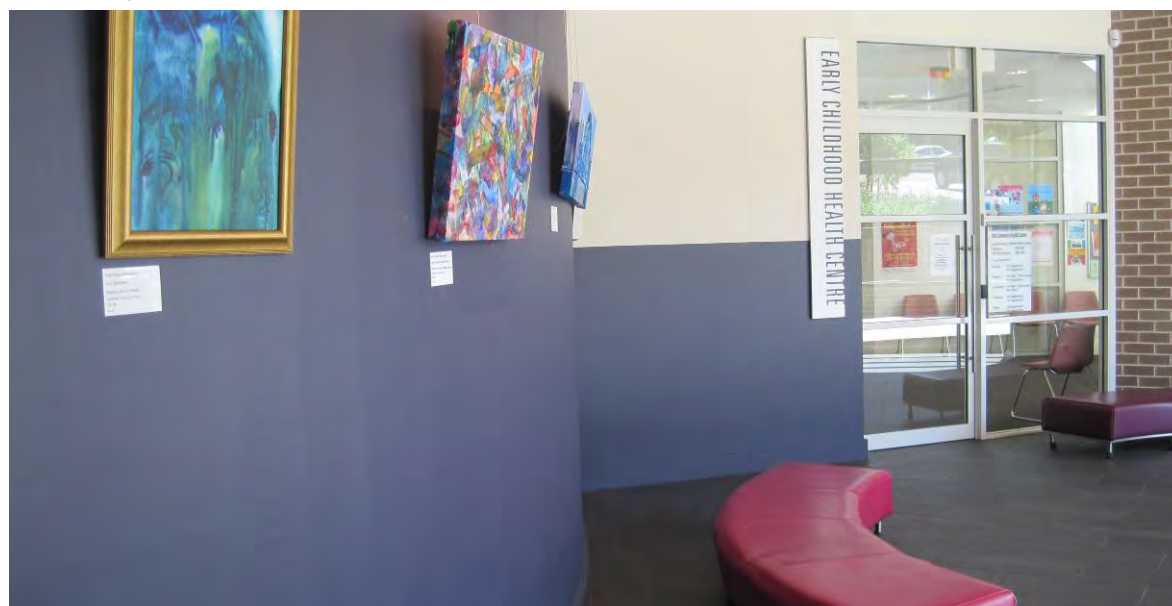
The Castle Grand facility includes:

- » A library (1,900 square metres) on ground floor level incorporating a café (leased to a private operator), Council customer service centre and internet facilities
- » A community centre (2,000 square metres) on the lower ground floor with a 500 seat auditorium, four meeting rooms accommodating 20, 40, 90 and 180 people respectively. The community centre is managed by Council staff and spaces are hired to both regular and casual users
- » An early childhood health centre also on the lower ground floor.

An eight storey residential apartment building above the library and community centre as well as community and residential car parking (262 spaces beneath) were also part of the greater development.

The library and community centre are very separate entities that lack a strong physical connection (being on separate levels with separate entries).

The facility is new and modern; however, as part of a high rise development the facility has the feel of a commercial building. While the café gives the library a more informal feel, the community centre lacks spaces that encourage people to sit and gather. The centre has a more formal feel with large corridors and a lack of natural light. It lacks a welcoming, local, comfortable and relaxed feel (desired by stakeholders as key characteristics for the Lindfield facilities). The Castle Grand Community Centre appears more focused on the hiring of spaces and, therefore, has the feel of a function centre rather than a place for the community to meet, gather, connect and participate in community life.



Early Childhood Health Centre within the Castle Grand Community Centre

Image: Elton Consulting

Delivery and management

Council adopted an entrepreneurial approach to the facility as it was evident in the early stages that Council would not be solely able to fund up front the costs of the facility. Acting as a developer and owner, Council commissioned a private developer to deliver 62 residential units at an agreed rate of return. The profits from the development were then invested in community facilities. Council staff report that what is essentially a \$24 million facility, cost Council in the vicinity of \$8-10 million due to the cross subsidy achieved by the inclusion of the residential units as part of the development.

Council acted as developer and went to tender for construction and sales. Taking apartments to the market proved challenging and an alternative arrangement (such as a Public Private Partnership) would likely be considered for future projects.

The original intention was that the community centre would operate at no cost to Council through revenue from functions and events. However, availability of facilities to host large events has been limited due to high levels of usage by regular hirers. The design of the building also requires the community centre to be staffed whenever spaces are hired for functions, resulting in high operational costs.

The café component has been very successful and is seen to add significantly to the use and vibrancy of the facility, as well as providing an income stream.

For the Early Childhood Health Centre a lease has been negotiated with the Area Health Service where it pays a below market rate for the space.

Lessons for the Linfield District Facilities Study

- A town centre location for a community centre is not adequate in itself. High quality access and pedestrian linkages to surrounding land uses are critical to ensuring a facility is well connected and activated. Surrounding land-uses must also adequately address the facility and connect to it.
- Ensure the separate entities of a facility are well connected to provide better opportunities for shared spaces and strengthening of the facility as a whole
- Although it is important that the Lindfield District Facility is economically sustainable, through maximising utilisation and hiring of space to commercial users, it is important that it does not have the appearance of, or be run as, a function centre. Ensure a balance in the programming of a facility between commercial and community use. The inclusion of informal spaces also promotes a facility as a key public place where people can regularly visit to access services and programs or a place for people to sit, meet and gather.



TOP: The café in the Castle Grand Library
 BOTTOM: The Castel Grand Community Centre
 Images: Elton Consulting

A-6 Hume Global Learning Centre, Broadmeadows

Key characteristics of interest: A multifunctional community facility providing learning and education opportunities

Location: Broadmeadows, north-west Melbourne

Governance: Hume City Council

Established: Opened 2004

Costs: \$14 million capital costs

Size: 4,000sqm total



Hume Global Learning Centre Broadmeadows

Image: Elton Consulting

Community characteristics

Broadmeadows is a suburb of the City of Hume, a growth area on Melbourne's north-west fringe. Broadmeadows, an established area, is characterised by high levels of disadvantage with the suburb ranking as the seventh most disadvantaged in Victoria. With a SEIFA Index of Social Disadvantage score of 771.8, high unemployment, low proportions of people with formal qualifications, low levels of car ownership and households with internet access and a high proportion of people living in social housing.

Broadmeadows is also a culturally diverse area with a high proportion of people born overseas and people speaking a language other than English at home.

Objectives and focus

The high levels of disadvantage and unemployment in the Broadmeadows and surrounding area and the lack basic social infrastructure, including a library, drove the focus and vision for the new community facility. The aim of the new facility was to provide much needed opportunities for a high needs community to access information as well as learning, training and education opportunities.

Key inclusions

The Hume Global Learning Centre is located within a civic and cultural hub, co-located with the Hume City Council Administration Building in the Broadmeadows Town Centre.

The Hume Global Learning Centre houses The Age Library, a central library facility providing extensive resources as well as offering a number of learning focused programs including bilingual story times for young children, homework groups, English language practice groups and facilitated computer groups.

The Centre also has a number of spaces used for training activities and available for hire including:

- » Meeting and training rooms
- » Seminar and conference facilities
- » Exhibition spaces
- » Theatre space (used as the Hume City Council Chamber)
- » Café (with catering service)
- » A multipurpose, large indoor gathering space (known as the 'Internal street') which includes a big screen television and multimedia equipment for digital art displays or videos. This space is available for separate hire
- » IdeasLab – a technology based research centre focusing on the development of new ways to engage students with technology. The lab space at the Centre, fitted out with innovative IT technology, is used by teachers and academics.

The Centre and adjacent Council Administration building front a civic plaza; a large outdoor public space for community events.

Delivery and management

The Centre, developed by Hume City Council, involved both state and federal government funding.

The IdeasLab at the Centre, introduced in 2008, is a partnership between IT based businesses, the University of Melbourne's Graduate School and Hume City Council. The Lab was associated with a broader State Government initiative – the \$100 million Broadmeadows Schools Regeneration Project.

The Centre was also selected as a venue for the delivery of the Hume Multiversity initiative. The initiative is a partnership between Hume City Council (through their Hume Global Learning Village network), the Kangan Institute, Deakin University and Victoria University to deliver a range of undergraduate courses from satellite sites across Hume. The parties signed a Memorandum of Understanding in November 2012.

Hume City Council has recently developed a second Global Learning Centre in Craigeburn, a major growth area with significant greenfield development which is rapidly expanding the area's population. Although more advantaged than the Broadmeadows area, the growing Craigeburn community lacked access to key learning and education facilities and programs, and therefore, the 'learning centre' model was viewed as a relevant model for this area. The Hume Multiversity

initiative has commenced at Hume Global Learning Centre, Craigieburn with Deakin University offering a Bachelor of Applied Science (Psychology) at the Centre.

Lessons for the Lindfield District Community Facilities Study

- » Consider a learning and education focus to cater to the needs of the district community
- » Consider a large, useable internal foyer space (similar to the 'internal street' model) as itself a venue for everyday gathering and events
- » Co-locate the facility with a prominent civic open space.



The 'Internal Street' at the Hume Global Learning Centre

Image: Hume City Council

A-7 Mount Druitt Community Hub

Key characteristics of interest: Staffed district level community facility in a town centre

Location: Mt Druitt, western Sydney

Governance: Blacktown City Council

Established: Opened 2011

Costs: \$8 million capital costs

Size: Library – 1,900sqm. Community centre – 1,900sqm



The Mount Druitt Hub

Image: Elton Consulting

Community characteristics and facility location

Mount Druitt, a suburb in the City of Blacktown, has a population of around 16,000 people. The Mount Druitt community has relatively high levels of need, with the Mount Druitt Town Centre containing many community organisations providing key community services (including welfare services). The community is also highly diverse with a large number of young families, and contains a high proportion of social housing.

The Hub is well located in the Mount Druitt Town Centre, near the railway station and co-located with the main shopping centre and the Mount Druitt Swimming Centre. Also nearby is the Mount Druitt Community Health Centre and Mount Druitt Police Station.

Objectives and focus

In 2011, an older library and senior citizens centre in the centre of Mount Druitt were redeveloped to create the Mount Druitt Hub – a contemporary, multipurpose, district level facility. The project focused on the co-location of a number of key community facilities including a library, staffed community centre and office space for community organisations.

The Mount Druitt Hub is one of several integrated community facilities which have been built, or are in the final stages of planning, by Blacktown City Council. Blacktown focuses its hubs on lifelong learning, health and wellbeing, recreation and culture. The Mount Druitt Hub was envisaged as a welcoming place for a diverse range of people of different ages, cultural backgrounds and interests.

The Mount Druitt Town Centre experiences high levels of crime and issues with safety and security. A key objective of the planning and design process was the creation of a building that would be a safe and comfortable place for visitors. It is also an area with high levels of vandalism, therefore, there was a focus on the creation of a robust building with solid, durable materials. As this was a key objective, the building does appear to have a somewhat hard and stark appearance.

Key inclusions

The Hub, a multipurpose community facility of 3,800 square metres, contains a new library of 1,900 square metres on the ground floor, accessed from the Town Square on the south-western side of the building. The ground floor entry also contains a café, run as a social enterprise by Jesuits Social Services. The café is well located with a good external presence at the front of the ground floor foyer. The café provides a welcoming entry, inviting in those who may be otherwise intimidated to enter a library. However, the café has struggled to be viable, with operators arguing that the space is not big enough from which to operate a catering service, which they believe would help sustain the business.

The community centre on the upper level is accessed either internally from the ground floor or directly from the car park on the north-western side of the building. It includes a reception desk and staff office (the Hub is staffed by Council) as well various activity and meeting spaces available for regular bookings and casual hire. There is also a designated seniors' space. This space, (clearly branded as the 'Seniors Centre'), as opposed to a shared space, emerged as an important inclusion during consultation in the planning phase. The shared community centre spaces and the Seniors Centre are on opposite sides of the building; however, they are well integrated and do not appear as separate facilities as they share the same entry.

While the ground floor is easily accessed from the town square, entry from the carpark to the upper level is less welcoming in terms of its accessibility. The main access is via a set of stairs (although a ramp is provided).

The community centre has good natural surveillance due to its simple layout of spaces, accessed from a main corridor. Apart from the well located café, the Hub lacks a personal, staff presence at the entry as the reception desk is located at the rear of the upper level. While visitors entering the community centre from the ground level can be greeted and assisted by staff, those entering on the upper level have to pass through the centre before they can be assisted.

The Centre hosts many regular community activities, programs and services including fitness, recreation and healthy lifestyle programs (e.g. dance, yoga, Zumba and Weight Watchers), cooking classes, parenting and playgroups, youth employment services, cultural group specific activities and activities for seniors. It is also a venue for corporate meetings and functions as well as for prominent visiting institutions running programs (e.g. the National Institute of Dramatic Art – NIDA).

Delivery and management

Blacktown City Council funded the development of the Mount Druitt Hub through a combination of developer contributions and grant funding from the Australian Government under the Regional and Local Community Infrastructure Program.

Lessons for the Lindfield District Community Facilities Study

- » Focus on a single, main point of entry
- » Co-locate the facility with a prominent civic open space
- » Consider how to address vandalism concerns while at the same time creating a friendly and welcoming feel to the building
- » Investigate opportunities for social enterprise initiatives. Social enterprise cafes are now common inclusions in community centres
- » Make sure the café is sized and located to ensure a commercial business can be viable
- » Promote the use of the facility to established, well regarded organisations to deliver high quality programs (e.g. NIDA).



First floor entry to the community centre

Image: Elton Consulting



Top: Ground floor entry to the library from the town park

Bottom: Children's area in the Mt Druitt Hub Library

Images: Elton Consulting

A-8 Avalon Library and Recreation Centre

Key characteristics of interest: Multipurpose community centre incorporating sporting uses

Location: Avalon, Sydney's Northern Beaches

Governance: Pittwater Council



Avalon Library and Recreation Centre

Image: Elton Consulting

Community characteristics

The Avalon Library and Recreation Centre serve the suburb of Avalon and surrounding areas on Sydney's northern beaches. The community comprises mostly families with children and young people and has a strong focus on lifestyle issues associated with the beach and Pittwater location.

The centre is located in the Avalon Shopping Centre and is next to Dunbar Park, a large area of open space which is used for a variety of outdoor community events.

Objectives and focus

The centre brings together a branch library, early childhood health centre, Council customer service centre and multi-purpose spaces that have a recreation, leisure and arts focus. The centre is located in the Avalon Shopping Centre and is next to Dunbar Park, a large area of open space which is used for a variety of outdoor community events.

Key inclusions

The centre comprises two storeys, with multi-purpose spaces on both floors and the library and early childhood health centre on the upper floor.

The main hall on the ground floor is sized to operate as an indoor sports court with high ceiling and timber floor, line markings for netball, basketball, badminton and indoor soccer, basketball and netball rings and badminton posts and nets. In addition to sports, the hall is used for a variety of health, relaxation and fitness classes, dance and music programs and school holiday activities. The hall is also used for a variety of exhibition and function uses and contains an art hanging system. It opens directly onto an outdoor courtyard, which in turn can be opened up to the adjoining park, creating a very pleasant space for indoor / outdoor functions and community events, such as Art in the Park classes and exhibitions.

The centre also contains a small meeting room and four activity rooms available for hire, one including sinks for art classes. They range in size from capacity for 50 to 100 people. All activity rooms/meeting room have a north-easterly aspect and natural ventilation, and some open onto the outdoor courtyard.

Accessible parking is available outside the front of the Centre and there is a lift facility to the first floor.

Delivery and management

The centre is managed by Pittwater Council and Council provides full-time staff in the Customer Service Centre and library.

Lessons for the Lindfield District Community Facilities Study

- » Consider the range of activities the main hall will be used for and include features that will support this range – e.g. sprung floor, acoustic features, art hanging system, physical activities, access to kitchen for private functions
- » Natural light and ventilation, natural materials and indoor/outdoor access have all been very popular features of this centre
- » Providing access to two adjoining areas of open space has been a key success factor for this facility. The small enclosed courtyard has been well used for children's activities such as play groups and as a break-out or spill-over area for indoor uses of the main hall. Being able to then extend the outdoor area by opening the courtyard into the adjoining park has allowed the facility to be used for larger community events, such as markets and festivals
- » While the provision of a sports court that can double as a hall provides maximum flexibility, the fixtures and fittings (hoops, line-markings, high ceilings etc.) can compromise the visual appearance of the space, that is, its look and feel as a function space.



Top: The library includes a lounge area. With large glass louvered windows, it is a pleasant light, airy space for visitors to read and relax

Bottom: The multipurpose sports hall opens up to an internal courtyard

Images: Elton Consulting



Top: The Centre adjoins a large, flexible grass open space

Bottom: The multipurpose court at the Centre is regularly used for other, non-sporting uses (e.g. the temporary art exhibition shown in the above images)

Images: Elton Consulting



Temporary art exhibition in the multipurpose court

Images: Elton Consulting

B Consultation notes

This appendix contains a summary of the input received at the consultations conducted for this study (described in chapter 7).

11.2 Library staff workshop notes

Key spaces and inclusions

- » Near transport
- » Flexible spaces with moveable shelves with substantial number of powerpoints so that the layout is not too fixed
- » Meeting rooms
- » Contemporary technology
- » Space for events
- » Exhibition/display space and amenities
- » Space for computers
- » Accessible features – accessible shelving, disability access, accessible toilet
- » Comfortable ‘living room’ space
- » Study areas
- » Dedicated space for children’s story time that is not near the front door with consideration of noise impacts (good acoustic treatment)
- » Parking
- » Near transport
- » Access for deliveries and waste
- » Storage (including for supplies, repair materials, trolleys, other branch returns, community information, display cabinets, recycling, tables and chairs)
- » Good signage and way-finding
- » Staff space (secure workroom, lunchroom, administration and toilets)
- » Fireproof chute for returns
- » Capacity to lock-off library from the rest of the facility
- » Pram parking
- » Separate staff entry (direct to staff areas)
- » Secure/safe access to staff parking (in close proximity to staff entry).

Site selection

Advantages of co-location of library and community centre:

- » Facility is a one stop shop with a broad range of offerings
- » More passing traffic
- » Promotes the library as a key component of a community (not a separate entity)
- » Facilities work together. Resources are pooled
- » Avoids duplication of spaces (meeting rooms, spaces for activities)

Other feedback:

- » Relies on good training and a clear management model for the components to work together. An one site, overarching facility manager is required for a co-location arrangement to work
- » The Tryon Road site is an ideal site for a library.
- » A library and community centre could work well together as separate wings of one building (together and also separate)
- » There are problems with having a library over two levels (relating to staffing, security and access). It could work if the staff/admin space was on a separate, upper level to the public areas. It may also work if the meeting rooms were also on the second level.

11.3 Stakeholder workshop notes

Existing gaps in facility and service provision

- » Large meeting and activity spaces
- » Facilities (and amenities) that cater older people's needs
- » Facilities (and amenities) that cater to people with disabilities
- » WIFI at facilities
- » Spaces of different sizes and costs.

Other feedback:

- » Ensure understanding of other spaces available (e.g. at schools, clubs).

Desired facility character

- » Accessible to all:
 - > Physically accessible (outside and in). Universal design
 - > Accessible by public transport
 - > Appearance of openness and accessibility.
- » Safe
- » Friendly, welcoming, comfortable, accommodating and inclusive (all ages welcome, including youth and age friendly)
- » Addresses the East/West divide
- » Multi-use, flexible

- » Adaptable (ability to change and expand. Design this into the building's structure)
- » Spacious and open (but not too overwhelming or big):
 - > Feeling of space
 - > Connection of indoor/outdoor spaces
- » Iconic, reflects local identity/"brand"
- » Vibrant, busy, happy, a hub of activity ("always something on", "A magnet for people")
- » A village heart and village atmosphere/feel
- » Functional
- » Light, flowing and airy (natural light and ventilation)
- » Green ("leafy", landscaping)
- » Modern and colourful (but appeals to everyone)
- » Sustainable (including opportunity for building to be a demonstration project)
- » Culturally responsive (e.g. Feng Shui)
- » Integrated (integration of services).

Key activities, programs and services to be provided at the new facilities

- » Access to services (including allied health services)
- » Informal activities (e.g. meeting, gathering and socialising, sitting quietly, relaxing, reading)
- » Meetings of community groups
- » Fundraising events
- » Business meetings and technology sessions (e.g. using WIFI and videoconferencing)
- » Large groups activities
- » Small group activities
- » Classes:
 - > Education classes (including adult education classes)
 - > English classes for older people
 - > Immunisation classes
 - > Fitness, dance
- » Children's play (informal and playgroup)
- » Cooking classes
- » Gardening
- » Concerts
- » Exhibitions
- » Hire affordable space
- » Access information
- » Private events and celebrations (e.g. birthday parties)
- » Men's groups.

Spaces and features

- » Foyer/gathering spaces:
 - > Lounge area with magazines
 - > Information screen (also outside centre)
- » Multipurpose hall:
 - > 200 people capacity
 - > Good acoustics and lighting
 - > High ceilings
 - > Good audio visual equipment
 - > Timber floors
 - > Portable stage
- » Meeting rooms for smaller groups
 - > Mix of rooms – 20-80 people capacity
 - > Divisible
 - > Smart screens and other IT equipment
 - > Carpet
 - > Access to outdoor area
 - > A 'boardroom'
- » Interview/counselling rooms:
 - > To be used as hot-offices for visiting services
 - > 4 people capacity
 - > Desk, chairs and lounge
 - > Computer
- » Baby health care clinic
- » Commercial kitchen with large moveable work bench
- » Informal spaces:
 - > Meeting space for before and after functions
 - > Study areas
 - > Open, non-bookable spaces for informal small meetings
- » Outdoor areas:
 - > Town square/village green
 - > Community garden
- » Café
- » Parking and access:
 - > Long term, undercover parking close to the facility
 - > Drop off zone for equipment and people

» Amenities:

- > Lightweight chairs (and other inclusions to ensure rooms are easy to setup)
- > Storage room with lockers
- > Adequate powerpoints in all rooms (with consideration of how room will be divided)
- > Light dimmers
- > Tea/coffee making facilities in rooms
- > WIFI
- > Community bus associated with the facility.

Sharing of spaces

- > Some services will need dedicated space (security, confidentiality issues). Non clinical services do not have these issues
- > A good maintenance, management and administration program/service is essential to ensure things run smoothly, work effectively
- > Consider security (zoning of the building is required)
- > Storage – key to the success of sharing
- > Sharing – more economically sustainable
- > Co-location and sharing of spaces strengthens connections and awareness by community of services and programs available.

Feedback on siting options

- » Siting Option 1 (library on Tryon Road site and community centre on Woodford Lane site):
 - > Missed opportunity for the library to be a focal/anchor point for the facility
 - > A double up. Not efficient
 - > Greater strengthening of the East/West divide
 - > People would not walk between the facilities so they would be very separate
- » Siting Option 2 (co-located facilities on Woodford Lane site):
 - > Preferred option
 - > Challenges the traditional role of the library (positively)
 - > Back of shops is an undesirable setting/location
 - > Will require improvement/addressing station access.

11.4 Council staff workshop notes

Additional needs and gaps (not previously identified)

- » Immunisation clinic

Feedback on guiding principles

- » Facility to be financially sustainable (e.g. include commercial space and ensure spaces appeal to business (e.g. for meetings))

Feedback on uses and spaces identified at the stakeholder workshop

- » A larger hall (e.g. with 500 people capacity) may be more viable. Conflicting views – the majority of staff believed such a large hall was not required at Lindfield (would be more appropriate in the future Gordon civic and cultural hub. Also larger hall and larger functions require higher levels of security
- » Hall to be able to function as a theatre for performances
- » Include different entries for different user groups
- » High quality sound proofing
- » Change rooms and green room for the hall
- » Library work room
- » Consider new groups and uses, not just how facilities are used now
- » Include commercial, retail and/or residential land-uses as part of the community facilities development
- » Facilities to be designed for people with disabilities which will in turn cater to all needs (universal design)
- » Include meeting and gathering spaces for informal activities (not only spaces for hire)
- » Include outdoor meeting and gather spaces for formal and informal activities
- » Vacation care (50-60 place) – controlled by regulations. Requirements include:
 - > Outdoor spaces
 - > Storage
 - > Toilets for children
 - > Safety, security and supervision
 - > Kitchen
 - > Limit noise impacts on other spaces/uses
 - > Vacation care space compatible with space for hire for children's parties
- » Early childhood centre and immunisation clinic
- » Crèche
- » Include café adjacent to or part of the facility
- » Configuration of facility to consider the different hours of use and shutdown times for different components and spaces
- » It would be good to accommodate some HACC services (though some require designated space)
- » Address requirements around confidentiality for people accessing services in the building design.

Feedback on the sharing of spaces

- » Sharing of staff spaces can be problematic. There is often a mindset around exclusivity. It is important to establish a good model of sharing at the start so that expectations are addressed and set early

Feedback on siting options

- » Concerns the development will become a white elephant on the western side when all the activity is currently in the east and this is also where new development is planned
- » A new supermarket is being planned in the west
- » The east is the ideal location for a library (near station and existing activity)
- » Economic constraints – there will not be the funds to develop two sites at once (library in the east and community centre in the west)
- » Co-location of the community centre and library is ideal. The facilities need to be together or one will fail
- » The Woodford Lane site however, has many existing issues that need to be addressed:
 - > Accessibility is a key issue
 - > The Pacific Highway shops will need to be redeveloped so they address/relate to the site
 - > Additional and stronger connections through the shops to the Pacific Highway and station need to be provided – a possible solution being a pedestrian bridge over the highway
- » Facilities should not be underground. The Tryon Road site may require this. The library and community centre must be light and airy
- » The commuter car park will be a potential activator of the Woodford Lane site (but must be well connected to the community facility). Also good synergies with vacation care (with commuter parents dropping-off and picking-up children)
- » Ensure traffic design facilitates efficient entry/exit/drop-off
- » Current height restrictions on the Woodford Lane site need revisiting
- » Incorporate other parking (in addition to the commuter parking) that encourages people to visit the site and surrounding shops.



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