Ku-ring-gai Community Facilities Strategy

Part 1 – Community centres and libraries

Client:
Ku-ring-gai Council

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Draft

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1 Executive summary

The *Ku-ring-gai Community Facilities Strategy Part 1 – Community centres and libraries* provides a framework for the future provision of community facilities. It aims to provide a framework for an integrated, strategic approach to the planning and provision of community facilities; and to deliver a network of facilities that collectively meet the needs of the Ku-ring-gai community into the future.

Development of this strategy included a review of existing Council-owned and operated community facilities and identification of provision gaps. The review and analysis determined that Ku-ring-gai provides a high number of community facilities, however many of these are small, older facilities that are not built for purpose. The study also found some inequality in terms of the distribution of community facilities across the LGA, with the northern sector particularly underprovided when considering floor space to population size. Also undertaken was an analysis of population growth and change to determine future needs and community facility requirements.

The process involved consideration of key trends in community facility provision, which informed the development of proposed principles to guide the future planning and design of facilities. These proposed guiding principles aim to assist the delivery of well-located and connected, functional, relevant, valued, safe and sustainable facilities in Ku-ring-gai. One of the key principles proposes the implementation of a network of facilities that collectively meet the needs of the Ku-ring-gai community through the provision of different offerings. It is proposed that this network be arranged in a hierarchy consisting of high order, specialist sub-regional facilities serving the wider LGA (e.g. central libraries, performing arts, exhibition and event facilities), district facilities serving a number of suburbs (e.g. branch libraries and multipurpose community centres) as well as local and / or neighbourhood facilities that meet the needs of their immediate, surrounding communities (e.g. smaller community halls and centres).

The process also involved determining appropriate standards for community facilities. These standards were applied to the Ku-ring-gai LGA context to formulate a strategy for community facility provision, which includes the following key recommendations:

» Provision of a sub-regional, cultural facility and library in the LGA's primary local centre of Gordon and co-located with Council Administration and Chambers. This supports Council's proposal to develop a new civic/cultural precinct in Gordon

» A performing arts hub in Killara

» Development of three new district community hubs in the secondary local centres of Turramurra, St Ives and Lindfield. These hubs would ideally co-locate branch libraries, multipurpose community centre space and space for community service provision

» The relocation/incorporation of a number of existing facilities into the new district hubs

» Retention and upgrade of a number of local or neighbourhood level facilities

» Provision of a select number of new local facilities to support the district community hubs where required.

The strategy also acknowledges and considers the role of facilities proposed by Council as part of the potential St Ives Showground Precinct which will include community event, entertainment and education spaces; and the proposed restoration of the Marian Street Theatre in Killara as a hub for the performing arts.

The strategy proposes the following be undertaken as part of the planning process:

» Concept planning studies for all new facilities (similar to that already undertaken for the Lindfield and Turramurra district facilities)

» Identification of opportunities for partnerships in the delivery of facilities and the possible integration of other land uses in the same manner as the Lindfield Village Hub and Turramurra Community Hub currently being undertaken by Council (possible other land uses include commercial, retail, residential or other community uses)

» Consultation with the community throughout planning and design processes

» Development of a program and management model by Council to determine an approach to facility programming, management, administration and staffing arrangements.

This strategy is intended to provide a blueprint for the future provision of community facilities across the Ku-ring-gai LGA. It aims to provide a holistic vision that will guide all future decisions relating to community facilities through a clear, logical and coordinated process towards a predetermined and agreed goal.

This document is the first of four that includes:

» Part 1 – Community centres and libraries

» Part 2 – Arts and Creative Spaces

» Part 3 – Community Services

» Part 4 – Management model.

Key Definitions

Community facilities	Publicly owned buildings that are provided, in this case by Local Government, to meet the needs of local communities. Community facilities provide spaces for people to engage in activities and programs that are often focussed around learning, leisure, health and wellbeing, child development, cultural recognition and celebration, and artistic and cultural expression. Community facilities include community centres, libraries, arts and creative spaces, community halls and can include spaces from which community services operate.
Community hub	The co-location within a building or a precinct of a number of community facilities including community centres, libraries and arts and creative spaces. Community hubs are gathering places where members of the community can access a range of community activities, programs, services and events. They are usually located in more centralised, accessible locations with good links to public transport.
Community centre	Community centres are publicly owned facilities that community groups can hire to conduct activities, classes and programs. While formal programs and classes are an important feature of community centres they are also important as informal gathering places and sources of community information and education.
Community services	Community services include a wide range of support services often delivered by non-government organisations that are aimed at assisting and supporting community members with particular needs. Services can be focussed on demographic or other groups such as children, families, youth, older people or people with disabilities.

2 Introduction

2.1 Purpose and outline

This report documents part one of a process being undertaken by Ku-ring-gai Council to develop a strategy for the provision of community facilities across the Ku-ring-gai LGA.

The *Ku-ring-gai Community Facilities Strategy: Part 1 – Community centres and libraries* provides a framework for the future provision of community centres and libraries. It aims to assist Council to take an integrated, strategic approach to the planning and provision of community facilities and to deliver a network of facilities that collectively meet the needs of the Ku-ring-gai community into the future.

This strategy will provide Council with a blueprint for the future provision of community facilities across the Ku-ring-gai LGA. It will provide a long term and strategic direction that considers the needs of the whole LGA over the next 20 years. While individual opportunities are likely to emerge, it will be important that these opportunities are considered in relation to how they fit with the long-term strategy for provision presented here.

The development of the strategy included analysis of existing facility provision, identification of gaps and an analysis of population growth and change to determine future needs and community facility requirements. The study also involved consideration of key trends in community facility provision, development of guiding principles and a proposed hierarchy and standards for community facilities. These principles, hierarchy and standards were then applied to the Ku-ring-gai LGA context to formulate a strategy for community facility provision in the Ku-ring-gai LGA.

The study findings and the strategy development process are outlined in this report.

2.2 Need for review and update

Elton Consulting prepared an LGA-wide Community Facilities Strategy for Council in 2009 and has been involved in various updates in recent years. The last iteration of a Community Facilities Strategy was developed in 2014. While this work has provided a sound basis for a strategic approach to facilities planning, a number of things have changed that warrant the development of a new strategy.

Since 2014 the following changes have occurred:

» The development by Council of a new Community Strategic Plan 2038

» The potential of amalgamation with Hornsby Council and its implication on community facilities provision has been resolved

» New population projections have been released by DPE which anticipate a larger projected population than what the 2014 Strategy was based on

» Council has pursued a number of community facilities projects, including the Lindfield and Turramurra community hubs. These have reached a level of detail to provide a better understanding of capital, operational and asset management costs

» The Senior Executive of Council has provided clearer direction on the need to view future facility provision and the potential rationalisation of existing facilities in a more integrated way

» Council has undertaken detailed internal work on existing community facilities assets including a comprehensive facility audit to better understand condition, usage, status, etc.

» A clear distinction between Council owned and operated and Council owned and leased buildings has emerged

» Internally the financial implications of facility planning are better understood

» Council has determined to retain and upgrade the Marian Street Theatre.

These changes have required a reconsideration of some aspects of the 2014 Strategy. The 2014 Strategy and the work undertaken since, forms the basis of this strategy document, but has been updated to reflect the implications of these changes.

2.3 Methodology

Development of the *Ku-ring-gai Community Facilities Strategy* 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

» An analysis of existing community facility provision including identification of gaps and any over-provision

» A review of the existing population

» An examination of future population growth and change

» Development of a direction for future facility provision in the Ku-ring-gai LGA including:

  > Considering contemporary trends in community facility provision

  > Developing principles to guide the planning of community facilities

  > Identifying a proposed hierarchy and standards for community facilities across the LGA

» Application of the proposed direction to the Ku-ring-gai LGA to develop a strategy for community facility provision

» Development of recommendations relating to the delivery and management of facilities

» Development of this strategy report.

2.4 Strategy scope

This document forms the first of a four part Community Facilities Strategy that will include:

» Part 1 – Community centres and libraries

» Part 2 – Arts and Creative Spaces

» Part 3 – Community Services

» Part 4 – Management model.

Community facilities considered in this strategy include the following Council-owned facility types:

» Libraries

» Council operated and hireable community facilities.

Council owned facilities accommodating community services and other community organisations are not examined in this study, as they will be considered separately in Part 3 of this Strategy.

Council owned scout halls and bowling clubs and non-Council owned facilities providing space for community use (e.g. at schools, churches, clubs and function centres) were also not examined in this study. These facilities however, should be considered in proposed future detailed planning studies for district or sub-regional centres (discussed in Chapter 7 – The Strategy, section 7.1.2 – Proposed process).

2.5 Report structure

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

Chapter 2 – Study context

Chapter 3 – Existing situation

Chapter 4 – Population growth

Chapter 5 – Future directions

Chapter 6 – Community facility requirements

Chapter 7 – The strategy.

3 Study context

This chapter provides a summary of the planning context in which this study has been undertaken.

3.1 Regional context

The Ku-ring-gai LGA is located in northern metropolitan Sydney, in what is identified as the 'North District' in the Greater Sydney Commission's District Plans. The LGA shares borders with Willoughby LGA to the south, Hornsby LGA to the north-west, Warringah LGA to the north-east and Ryde LGA to the south-west. There are three 'Strategic Centres' (as classified in the *North District Plan*) located in close proximity to the Ku-ring-gai LGA – Chatswood, to the south, and Hornsby, to the north-west and Macquarie Park to the south-west. These centres are identified as the main shopping and business centres for their subregions. Lindfield, Gordon, St Ives and Turramurra are all identified as Local Centres in the *North District Plan.*

In planning community facilities, it is important to understand facility provision in neighbouring LGAs to avoid any unnecessary overlaps or duplication. For example, The Concourse, a Willoughby Council owned, large cultural and entertainment venue at Chatswood, is a major facility that includes a range of professional performance and exhibition spaces. It is a venue serving the greater Northern Sydney region including the Ku-ring-gai population. Provision of such a large scale facility in Ku-ring-gai would, therefore, be inappropriate and unsustainable. There is also a large community facility planned for Lachlan's Line at Macquarie Park.

Hornsby LGA contains a number of small, local community facilities that should also be considered in the planning of smaller scale, local facilities in the northern sector of the LGA.

It is recommended that ongoing discussions with neighbouring Councils are conducted to understand future plans for facility provision, so that these too can be considered in the detailed planning of facilities in Ku-ring-gai.

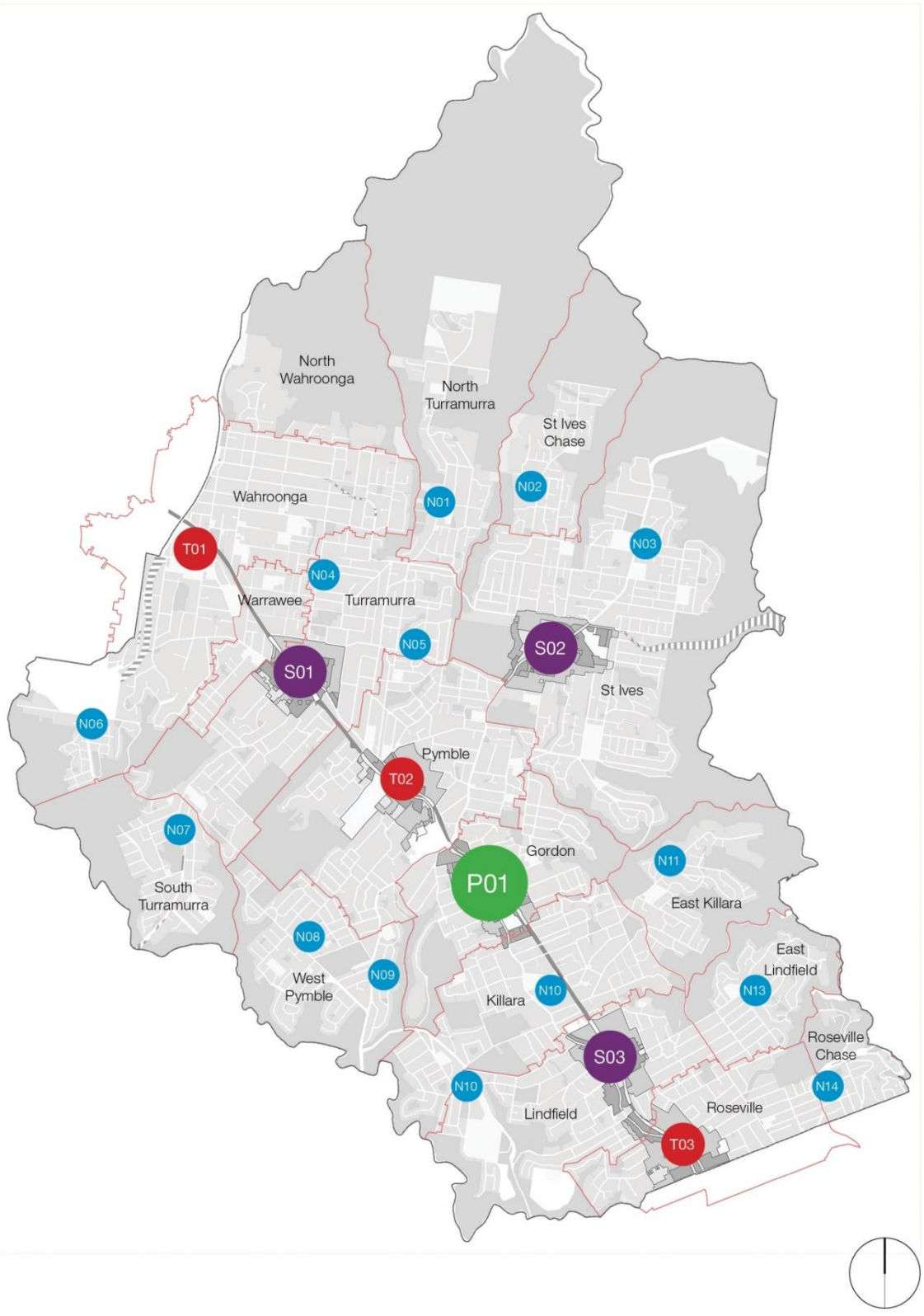
3.2 LGA urban context

Ku-ring-gai contains a number of local and neighbourhood centres. When considering the different scale and offerings of these centres a hierarchy is apparent. This hierarchy, with Gordon as the primary centre, is illustrated on the following map.

With the exception of St Ives, the prominent centre serving the eastern section of the LGA, higher order centres are all located around key transport nodes – railway stations on the Sydney Rail North Shore line.

This centres hierarchy has been carefully considered in the development of a strategy for community facilities as community facilities are best located in local centres, close to transport and other services and amenities. This is further examined in Chapter 5: Future directions.

Figure 1: Local centres hierarchy



LOCAL CENTRES HIERARCHY

P

PRIMARY LOCAL CENTRES

P01 - Gordon Local Centre

S

SECONDARY LOCAL CENTRES

S01 - Turramurra Local Centre

S02 - St Ives Local Centre

S03 - Lindfield Local Centre

T

TERTIARY LOCAL CENTRES

T01 - Wahroonga Local Centre

T02 - Pymble Local Centre

T03 - Roseville Local Centre

N

NEIGHBOURHOOD CENTRES

N01 - Bobbin Head Road, North Turramurra

N02 - The Mall, St Ives Chase

N03 - Hassell Park, St Ives North

N04 - Eastern Road, Turramurra

N05 - Princes Street, Turramurra

N06 - Fox Valley Road, Wahroonga

N07 - Kissing Point Road, South Turramurra

N08 - Phillip Mall, West Pymble

N09 - Duneba Avenue, West Gordon

N10 - Moore Avenue, West Lindfield

N11 - Marion Street, Killara

N12 - Koola Avenue, East Killara

N13 - Wellington Road, East Lindfield

N14 - Babbage Road, Roseville Chase

4 Existing situation

This chapter provides a snapshot of existing factors to be considered in the planning of community facilities in the Ku-ring-gai including:

» Existing population data

» Existing community facility provision in Ku-ring-gai and surrounding areas.

4.1 Existing population

4.1.1 Population size

Population size is a factor considered in determining the number, type and size of community facilities required. The population of Ku-ring-gai in 2016 was **123,143** people (Source: *Ku-ring-gai Community Profile*).

4.1.2 Population distribution

Population informs decisions relating to locating facilities and the appropriate size and type of facilities for different communities.

The table on the following page identifies the distribution of population around the northern, southern and eastern sectors of the LGA people (Source: *Ku-ring-gai Community Profile*).

The table also shows the change in population from 2011 to 2016.

Table 1 Population distribution – 2011 vs 2016

Suburb	2011 Population	2016 population
North Wahroonga	1,885	2,089
Wahroonga	12,446	13,560
Warrawee	2,905	3,130
North Turramurra	3,976	4,388
South Turramurra	2,966	3,206
Turramurra	11,139	12,367
West Pymble	5,149	5,528
Pymble	10,510	11,426
NORTHERN SECTOR TOTAL	**50,976**	**55,694**
St Ives Chase	3,019	3,251
St Ives	15,639	18,260
EASTERN SECTOR TOTAL	**18,658**	**21,511**
Gordon	6,456	7,844
East Killara	2,874	3,104
Killara	9,087	11,185
East Lindfield	3,535	3,868
Lindfield	8,986	10,347
Roseville-Roseville Chase	8,574	9,527
SOUTHERN SECTOR TOTAL	**39,512**	**45,915**
TOTAL LGA	**109, 146**	**123,143**

Source: Ku-ring-gai Community Profile (profil.id) website

The above population data has been used for this study to identify community facility requirements for the Ku-ring-gai LGA presented in this strategy report. This study considers standards for community facility provision as one of the factors in determining facility requirements. These standards form the basis of recommendations for types of facilities and facility floor area by number of people. Standards are presented in Chapter 5 – Future directions.

4.1.3 A note about population characteristics and future planning

Population characteristics such as age structure, family structure, cultural background, education and employment status, income and levels of advantage/disadvantage are also of interest as these factors indicate levels and types of community need. Community facility offerings (the programs, services and activities provided) should respond to community interests and needs and, therefore,

facilities must be planned and designed to include the necessary spaces and amenities to successfully accommodate these. This strategy was developed to provide high level guidance and an overarching direction for community facility planning; community characteristics have not been examined. It will however, be imperative that detailed demographic analysis, and more specific community needs identification, be undertaken in future detailed design studies for individual facilities (as identified in Chapter 7 – The strategy).

4.2 Existing facility provision

Ku-ring-gai contains one central library, three branch libraries and 22 facilities operated by Council or available for casual community hire.

These facilities are illustrated on Figure 2: Existing Facilities map.

There are also a number of Council owned facilities that are leased to organisations providing community services or leased to special interest arts/cultural groups. However, these have not been included in this report as they will be addressed in Part 3 of the strategy. These leased facilities are listed for reference in Appendix D.

4.2.1 Facility distribution

Community facilities are distributed across the central northern, southern and eastern sectors of the LGA, with many facilities concentrated in key local centres. There are however some areas or suburbs where there are no facilities provided. These include:

» North Turramurra

» North Wahroonga

» Warrawee

» South Turramurra

» St Ives Chase

» East Killara

» Roseville Chase.

The location and distribution of existing facilities is illustrated on Figure 2: Existing facilities map. Sectors within the LGA (Northern, Eastern and Southern) are shown on the map as these have been used to assist the assessment of distribution and to determine facility catchments examined later in this report (refer Chapter 6 – Community facility requirements). When considering distribution by facility type, the following is noted:

» Libraries are well distributed with Gordon Library located centrally located and in the LGA's Primary Local Centre and branch libraries located in each of the three Secondary Local Centres (Turramurra, St Ives and Lindfield)

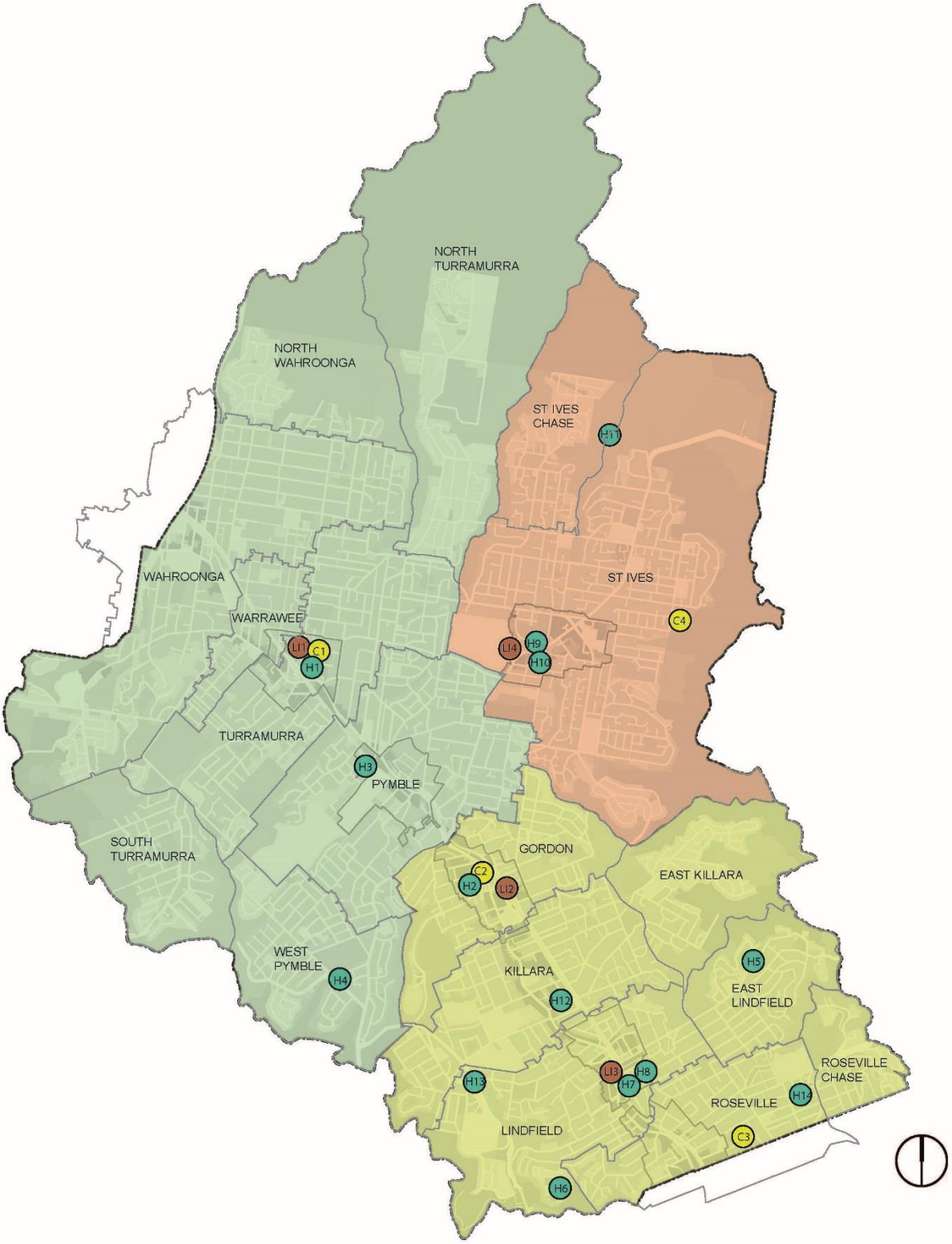
» The eastern sector/St Ives area has a lack of community facility space for community use for meetings, classes activities (such as dance, fitness and playgroup) and community hire for private functions

» There are a high number of local and neighbourhood level facilities in the southern sector around Lindfield and Roseville.

Figure 2 Ku-ring-gai facilities (Top – Turramurra Branch Library. Centre – Ku-ring-gai Centre for Seniors, Lindfield. Over page – St Ives Community Centre)

St Ives Community Centre

Figure 3 Existing facilities map



EXISTING KU-RING-GAI COMMUNITY FACILITIES

EXISTING COUNCIL FACILITIES FOR HIRE AND CASUAL BOOKINGS

H1	Turramurra Senior Citizen's Centre
H2	Old School Building Meeting Rooms 1 and 2
H3	Ku-ring-gai Town Hall
H4	West Pymble Community Centre
H5	East Lindfield Community Hall
H6	Blair Wark VC Community Centre
H7	Lindfield Senior Citizens Centre
H8	Lindfield Senior Citizens Resource Centre
H9	St Ives Meeting Room
H10	St Ives Community Centre and FITZ Youth Centre
H11	Caley's Pavilion
H12	Marian Street Theatre
H13	West Lindfield Community Hall
H14	East Roseville Community Hall

EXISTING COUNCIL FACILITIES OPERATED (STAFFED) BY COUNCIL

C1	Turramurra Youth Centre (The Dungeon)
C2	Old School Building - AWOL Youth Hub
C3	Ku-ring-gai Arts Centre
C4	Ku-ring-gai Family Day Care Scheme's Children's Services Resource Centre

EXISTING LIBRARY FACILITIES

LI1	Turramurra Branch Library
LI2	Gordon Central Library
LI3	Lindfield Library
LI4	St Ives Branch Library

LGA 'SECTORS'

- Northern
- Eastern
- Southern

4.2.2 Facility floor area

Floor area is an important factor to consider when assessing community facilities and determining key provision gaps. The following provides a summary of floor space provision in Ku-ring-gai.

Library floor areas

For libraries, comparison to the NSW State Library standards is an important starting point (*People Places: A guide for Public Library Buildings in New South Wales* – third edition, State Library of New South Wales, 2012).

When assessing Gordon Library against the State Library of NSW standards to determine the adequacy of the floor space in relation to population in 2016, the current floor area of 2,251 square metres was only slightly below the required standard of 2,276 square metres.

All branch libraries however, have floor areas that are well below State Library of NSW standards, particularly the Turramurra Branch Library. Library floor areas, State Library requirements and shortfalls are outlined in the following table.

Table 2 Existing library floor areas and State Library requirements

Library	Catchment	Floor area	Population 2016	Recommended Floor area* 2016	Shortfall
Turramurra Branch Library	Northern	460sqm	38,174	1,603sqm	1,143sqm
St Ives Branch Library	Eastern	308sqm	22,166	1,037sqm	729sqm
Lindfield Branch Library	Southern	300sqm	23,397	1,095sqm	795sqm
Gordon Central Library**	LGA wide / Gordon catchment	2,251sqm	39,406 (district) 123,143 (LGA)	2,276sqm	25sqm

* Required floor area as directed by State Library of NSW Standards - *People Places: A guide for Public Library Buildings in New South Wales* – third edition (State Library of New South Wales, 2012)

** The Central Library in Gordon serves two catchments – its local district catchment of 39,406 people and the wider LGA regional population of 123,143 people

Other community facility floor areas

The total floor area of community facilities providing community centre space for general community use in the Ku-ring-gai LGA is **5,988 square metres which equates to approximately 49 square metres per 1000 people (based on a 2016 population of 123,143).** This is a figure of interest as the development of this strategy involved considering benchmarks or standards for community facilities relating to floor area provision per head of population. This is examined further discussed in Chapter 6.

As shown in the following table, there is significant variation in the rate of provision of community centre floor area across the Ku-ring-gai LGA. The eastern sector (which includes St Ives and St Ives Chase) provides 43 square metres of community centre space for every 1,000 people). The southern sector (which includes Gordon, Killara, East Killara, Lindfield, East Lindfield, Roseville and

Roseville Chase) provides 54 square metres. While the northern sector (which includes North Turramurra, Turramurra, South Turramurra, North Wahroonga, Wahroonga, Warrawee, Pymble and West Pymble) only provides 15 square metres of community centre space for every 1,000 people.

Table 3 Community centre floor area current provision rates

Sector	Floor area	Population 2016	Rate of provision (sqm/1000 people)
Northern sector	810sqm	55,694	15sqm/1000
Eastern sector	926sqm	21,511	43sqm/1000
Southern sector	2,495sqm	45,915	54sqm/1000
Regional*	1,757sqm	123,143	14sqm/1000
Total LGA	**5,988sqm**	**123,143**	**49sqm/1000**

* Marian Street Theatre

Floor areas for individual facilities are included in Appendix A. Examining floor areas for individual facilities reveals that there is a significant amount of small facilities with 16 of the 22 facilities less than 400 square metres.

4.2.3 Other factors and issues

The scope of this study has not included a full assessment of existing facilities beyond distribution and floor area however, there have been a number of previous studies that have examined existing facilities in greater detail. These include:

» *Ku-ring-gai Council Library Facilities Study* (Dr David Jones, 2004) – examined existing library facilities and services in the Ku-ring-gai LGA, identified issues and provided recommendations for improvement

» *Ku-ring-gai Community Facilities Strategy* (Elton Consulting, July 2009) – a study of community facility provision across the LGA and recommendations future provision through to 2031

» *Lindfield Community Facilities Study* (Elton Consulting, January 2014) – concept planning for a proposed library and community centre in Lindfield including a review of existing facilities in Lindfield and surrounding areas, determining facility requirements and assessing potential sites

» *Turramurra Community Facilities Study* (Elton Consulting, February 2015) - concept planning for a proposed library and community centre in Lindfield including a review of existing facilities in Turramurra and surrounding areas, determining facility requirements and assessing potential sites.

Observations made during this study, information provided through recent discussions with Council staff, as well as key findings from the above past studies are summarised below.

Library facilities

» There are significant inadequacies in the current provision of library facilities in the LGA, impacting on the provision of quality library services

» Gordon is the only library with adequate floor area. (Note: Gordon Central Library has recently been refurbished. The Manager of Libraries has reported that the renovation has been successful, the library is of high quality and the library is functioning very well)

- There is a significant shortfall in floor area for all branch libraries impacting on their ability to provide modern library services
- The St Ives Branch Library is overcrowded. The *Ku-ring-gai Council Library Facilities Study* recommended the library be rebuilt, as part of the consolidation of other community facilities close to the St Ives Shopping Village
- The Turramurra Branch Library experiences some overcrowding and is out-dated in terms of finishes, fitout and furniture. The *Ku-ring-gai Council Library Facilities Study 2004* recommends the facility be extended and remodelled on its current site (with possible consolidation with other community facilities in the area)
- The *Ku-ring-gai Council Library Facilities Study 2004* deemed the Lindfield Branch Library to be the poorest facility in terms of floor area, condition, layout and functionality. The study recommended the library be rebuilt, possibly as part of a community facility building with other community spaces in Lindfield
- *Lindfield Community Facilities Study 2014* further examined the development of a new library and community centre space in Lindfield, concluding that a new library of 1,200sqm (co-located with a multipurpose community centre) was required in Lindfield to meet the needs of the growing population
- *Turramurra Community Facilities Study 2015* recommended the provision of a community hub facility on the Ray Street site in the Turramurra Local Centre that included 1,750 square metres of library space (co-located with a multipurpose community centre).

Other community facilities

- The majority of facilities are small, catering to their surrounding communities at a neighbourhood or local scale, with few facilities catering to, or capable of serving, wider catchments
- There is a distinct lack of a large, sub-regional level community facility serving the wider Ku-ring-gai LGA. The *Ku-ring-gai Community Facilities Strategy* identified the need for such a higher order facility, recommending that a cultural facility (comprising meeting rooms, conference spaces, auditorium and exhibition spaces) be developed in the Gordon Local Centre
- Key local centres have clusters of facilities however, they are typically individual small facilities with little or no relationship between them
- The majority of facilities have small spaces that are not flexible and limited in their capability to accommodate many uses with many facilities accommodating a single or limited number of users
- The majority of existing facilities in Ku-ring-gai are old, out-dated and no longer fit for purpose
- The condition of some facilities is extremely poor. A number of facilities have been closed due to safety issues related to their poor condition
- Existing facilities are well-used and at, or close to, capacity, despite their poor condition
- There is a high and growing demand for community facility space for larger meetings and group activities and a distinct lack of facilities providing larger spaces for such activities (and also space for functions, events and performances)
- The *Ku-ring-gai Community Facilities Strategy* concludes that existing facilities on the whole are inadequate to meet the needs of the existing population and will be unable to absorb growing numbers of users, or respond to changing population interests and needs, without redevelopment, expansion and the construction of additional facilities

» The *Lindfield Community Facilities Study* recommended the development of a new multipurpose community centre of approximately 1800sqm (comprising activity and meeting space and space for service provision) co-located with a library. The study identified a preferred site, a Council owned carpark in the Lindfield Local Centre. The study also proposed rationalisation of a number of existing community facilities in local centre as part of the provision of the new facility

» *Turramurra Community Facilities Study 2015* recommended the provision of a community hub facility on the Ray Street site in the Turramurra Local Centre that included 1,400 square metres of multipurpose community centre space.

5 Population growth

This chapter presents population forecasts for the Ku-ring-gai LGA. Considering population growth is important when planning how community facilities will meet the needs of the community into the future. This study considers projections for 2036 – a 20 year period from the last Australian Bureau of Statistics Census year. This is a commonly used timeframe for community facility planning.

5.1 LGA population projections

The following table outlines population projections for the Ku-ring-gai LGA using figures from the NSW Department of Planning 2016 NSW population projections for Ku-ring-gai.

Table 4 Ku-ring-gai population projections 2016 – 2036

Age groups	2016	%	2036	%	Change 2016-2036
0-4	6,750	5%	7,750	5%	1,000
5-9	8,700	7%	10,450	7%	1,750
10-14	9,650	8%	12,050	8%	2,400
15-19	9,700	8%	12,250	8%	2,550
20-24	7,450	6%	9,250	6%	1,800
25-29	4,700	4%	5,200	3%	500
30-59	48,350	39%	56,750	37%	8,400
60-69	12,600	10%	16,250	11%	3,650
70+	15,650	12%	24,600	15%	8,950
Total	**123,550**		**154,550**		**31,000**

Source: NSW Department of Planning 2016 NSW population projections Ku-ring-gai

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 population projection of 154,550 will be used.

5.2 Population projections for different areas

The development of this strategy involved considering benchmarks or standards for community facilities relating to floor area provision per head of population and applying these to projected Ku-ring-gai populations. These standards are explained in the following chapter (Chapter 6 – Future directions) and applied to the Ku-ring-gai context in Chapter 7 – Community facility requirements.

As different facilities will have different sized catchments, projections for different areas within the LGA had to be developed. These projections included in Appendix B along with an explanation of the method through which they were developed.

6 Future directions

This chapter identifies key directions for the provision of community facilities, providing a guide for the development of this strategy.

Key trends in community facility provision are identified and discussed. These key trends were considered in the development of guiding principles for community facility provision in Ku-ring-gai, also presented in this chapter. Also outlined is:

» A proposed hierarchy for community facilities in Ku-ring-gai

» Standards for community facilities.

6.1 Key trends in community facility provision

The following key trends in community facilities have been identified through studies of relevant literature and through case study research of social infrastructure in Australia and internationally, undertaken by Elton Consulting in recent years.

Size and scale

Many local governments have moved away from providing small, stand-alone community buildings that serve local neighbourhoods. Management and maintenance costs, limited use, lack of flexibility, security issues and limited capacity for staffing are some of the issues that have seen these smaller, neighbourhood level facilities appear less frequently on future plans for community centres. Instead, there has been a move towards the provision of larger, but fewer, facilities that are designed for a bigger population catchment. These larger facilities can provide a higher quality and wider range of spaces, services and activities. While both capital and maintenance costs are influential in this trend, it is also based on an understanding of how facilities are used. This approach assumes that people often prefer to travel a further distance to facilities that offer greater choice and better amenity, than to be within walking distance of a local centre with meagre facilities and a limited range of activities. Effective links with the transport system are essential to ensuring that this trend works.

This trend does mean that for planning new facilities, it is more viable and a more efficient use of scarce funds to invest the majority of funds for new facilities in community facilities that are larger in scale (and more multipurpose) and can provide a wider range of activities, programs and services to a wider range of community members. The trend towards larger community facilities does not mean that all existing smaller centres should be neglected or rationalised. Some smaller community centres and halls provide important space and services and can be highly valued by local communities. The design and flexibility of larger facilities is critical. Larger community facilities should be designed to incorporate more intimate spaces (both formal [such as counselling rooms] and informal [such as reading/lounge areas]) to maximise flexibility and ensure a wide range of user needs can be accommodated.

Location

There is a move away from building stand-alone facilities in residential areas, which are often poorly utilised. Leading practice favours the clustering of community buildings in 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 such as a library and undertaking everyday tasks such as shopping. These locations also enhance visibility, safety and convenient access.

Co-location

The co-location of community facilities and services, involving shared use of buildings amongst a number of facility types as well as service providers, is a commonly identified objective of most recent planning efforts. It can involve accommodating community centre space, libraries and community service providers (in some cases, multiple organisations and services) in a single location or building.

Co-location has potential advantages in pooling resources to provide better facilities (such as meeting rooms and training facilities) than may be available if provided separately. An additional motivation is the more efficient use of limited resources, by sharing common facilities rather than each organisation have its own separate spaces, staff (particularly administrative support) and infrastructure (such as telephone systems and computer networks). While some exclusivity of use may be required for particular services, such as those related to child protection, the broader trends are towards more shared spaces. Co-location can also enhance synergies between services and encourage greater integration of service delivery.

Multipurpose and multifunction

Particularly in areas experiencing growth and change, community services and facilities have to respond to increasingly complex and diverse social needs. Community buildings designed for a single purpose have been found to lack the flexibility to respond to changing needs or to accommodate more than one type of service, program or activity at a time. It is not financially viable to build separate buildings to address a range of community needs and demands.

To make the best use of limited resources, and ensure that facilities are utilised as much as possible (including at night and at weekends), community facilities need to provide for multiple uses and serve a range of population groups, as well as being capable of adapting as needs change over time. Successful community facilities tend to be those that offer a diversity of well organised and well attended services, programs and activities. This diversity requires a variety of flexible spaces and amenities, capable of being multifunctional and accessible.

Reuse and adaptability

Older style buildings and spaces were often designed and built for one purpose. Some of these facilities could be adapted for new services and community needs and where this is the case the facility owners should seek to transform their assets in order to maximise the performance and return from their land and buildings. New facilities should be designed to allow for flexibility into the future so that new trends, community interests and activities can be accommodated in existing facilities. The ability of facilities to be adapted and transformed in the future is important given the ongoing, cyclical nature of communities (particularly in relation to changes in demographic mix).

Community building and social gathering

Community facilities are recognised as providing an important focus for community building activities, enhancing the connections and relationships among people in order to strengthen common values and promote collective goals. These goals may include community cohesion, safer neighbourhoods, support for isolated or disadvantaged people, healthier children and families, more local employment opportunities, greater cultural recognition, more equitable access to housing or more profitable local businesses.

Recognising the role that community facilities can play in providing a focal point where people with common interests can come together, and a base for community development activities, is important in planning community buildings.

While service provision such as access to support services will continue to be important, leading practice trends in community facilities planning indicate the very important role of spaces that provide for social gathering and meeting. Overcoming social isolation and engendering a sense of belonging will be an important contribution that community facilities can make to communities where increasing numbers of people live alone and are seeking social contact outside the home.

Placemaking and community identity

Successful community facilities provide important gathering places for people and can be focal points for community activity and catalysts for social interaction. They are recognised as having the potential to contribute to the creation of vital public spaces that help engender a sense of place and distinctive community identity. A recent focus has been designing community facilities that enhance the physical quality and appearance of public places, helping to reinforce a place's identity and making it a more attractive environment for people to gather and interact with each other.

When located in or with retail and commercial uses, community facilities can help to reinforce the role of those areas as public gathering, meeting and information sharing places. It is important that community facilities have a civic quality, sense of stability and level of amenity that marks them as an important place in the community.

Sustainability

Community facilities are increasingly being used to showcase sustainable building methods and design. Many of these centres incorporate sustainability education within them to, for example, demonstrate how much energy a building is using. Sustainable design of community facilities include newly constructed facilities or can be incorporated into building upgrades and renovations. Sustainability initiatives can include rainwater harvesting, solar panels, energy efficient lighting and stormwater treatment. Community facilities can also incorporate recycling services for batteries, mobile phones, etc.

Another example of sustainability is adaptive reuse. The sustainability principle relates to not building something new unless there are no suitable options within the existing asset base that can be adapted or rejuvenated to meet the identified community needs for space. Again, these projects can be on a grand scale such as the use of historic buildings for city libraries, or simple and low key. Customs House in Sydney, which has been adaptively reused to become a library, is a good example of how heritage buildings can be sensitively utilised as community facilities.

The increasing focus on all aspects of sustainability means that not only are sustainable design, materials, energy and water aspects of the design and community buildings important, so too is sustainability in terms of funding, management and maintenance arrangements. Commonly income from user charges, hire fees and rent from tenancy agreements is insufficient to cover the costs of maintenance of community buildings. Many local governments have been exploring other income generating activities, such as operating commercial cafes or fitness activities, running monthly markets or incorporating retail outlets. Some income generating activities are run as social enterprises to further the community building contributions of the facility. Capacity for commercial operations may need to be built into the design of the facility, to ensure compatibility with other activities and programs. These uses can also help to subsidise other activities.

Partnerships

Building on the concepts of multipurpose, multifunction and sustainability, community facilities are increasingly dependent on the development of partnerships to make them work. In planning and provision, while local government has been the traditional provider of community facilities,

resource and practical constraints have combined to necessitate seeking partnership opportunities in the development of community facilities. A number of opportunities exist to partner with educational institutions such as schools and TAFE, government departments such as health and community services, community organisations, service providers and the private sector.

Community hubs

Community hubs are a model of community facility provision experiencing increasing popularity in community facility provision. The community hubs model encapsulates trends towards centrally located, larger, co-located facilities. Community hubs have been variously described as:

» A space where communities gather and meet, supported by a range of compatible land uses including residential, retail, commercial (economic/employment), open space, social infrastructure, education, transport, essential services and technology uses ... They offer a way to improve services to each individual community, and deliver services in an efficient, effective and inclusive way. Community hubs enhance local character and identity, create active and vibrant centres, and assist in casual surveillance and safety (Sunshine Coast Council, 2011)

» A conveniently located public place that is recognised and valued in the local community as a safe gathering place for people and an access point for a wide range of community activities, programs, services and events (Parramatta City Council, 2008).

» A series of conjoined buildings on a new central site where a wide range of community services and activities can be co-located. A place where the community can come together to have many of their needs met. It may include a neighbourhood learning centre, a senior citizens centre, a youth centre, meeting rooms, a childcare centre, a public library and much more (La Trobe City Council, 2008)

» A hub is a collection of facilities clustered together on the same or adjoining sites ... Together, they create a focal point for community activity. A hub is often also a base for outreach services to other smaller facilities or surrounding communities. Community hubs can also be created by locating a number of facilities in a common locality. This arrangement would be appropriate in transit-oriented and inner-city communities, where social spaces in the public domain are limited. These hubs play an important role in helping to bring people together and creating a sense of local community identity (Queensland Government, Office of Urban Management, 2007)

Although each of these definitions has a slightly different emphasis, we can see that a community hub, in essence, is a multipurpose public gathering and activity place where a variety of activities occur and where a wide range of community needs can be met in both formal and informal ways. The key to the community hubs concept is integration. This can mean both integration of services, programs and activities within a multipurpose community space or the integration of a range of activity generating uses including community and cultural facilities, shops, transport, parks and plazas.

The essential characteristics of a community hub appear to be that they:

» Respond to, and are shaped by, the unique circumstances, needs and assets of their community

» Have a civic quality, sense of stability and level of amenity that mark them as an important place in the community

» Are based in locations that are readily accessible by public transport, where people already congregate and are accessible to ensure all members of the community can use them

» Attract people and are identified as a focal point and gathering place for the community

» Include an inviting public domain that encourages people to interact in the public realm

» Co-locate or cluster a range of community facilities and human services

» Cluster a variety of community and other uses (for example residential, retail and/or commercial) that attract different groups of people at different times of the day for a variety of purposes and meet a wide range of community needs and support community strengths

» Provide for multiple uses, serve a range of population groups and offer a diversity of services, programs, activities and events

» Rely on partnerships arrangements to be most effective with no one entity likely to be completely responsible for funding, service provision or operation.

An essential feature of community hubs, regardless of scale, is that they are a form of social infrastructure that is not seen in isolation but rather as an integrated, valid and contributing element of a vibrant and interesting activity centre. They can act as important people attractors and add significant value to town and local centres; their multipurpose nature also enables them to be targeted to address specific community needs and to adapt and evolve over time.

There are also potential benefits for service delivery of community hubs including:

» Pooling of resources to provide better facilities

» The concentration of compatible services and facilities to create a community focal point

» Improved access and safety for users who can access a range of services in a single location

» More integrated and innovative delivery of services

» More efficient use of land and other resources, through shared, rather than separate, uses such as meeting rooms, staff amenities and parking

» Greater viability of services and agencies through sharing of resources.

The community hub represents a relevant model when considering the provision of new community facilities in Ku-ring-gai.

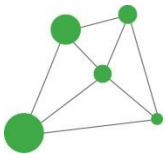
6.2 Guiding principles

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 across the Ku-ring-gai LGA. The principles reflect some of the key trends in community facility planning outlined above and the characteristics of successful community facilities, identified by Elton Consulting through direct experience with community facility planning and through extensive case study research and literature reviews undertaken over many years.

The principles are presented below on the following pages.

Table 5: Principles for community facility provision

 **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. The key to a successful network of facilities is the organisation of facilities within a hierarchy. A facility hierarchy includes larger and specialist, higher order facilities (e.g. central libraries, performing arts facilities, exhibition or conference facilities and galleries) serving a wider sub-regional or LGA-wide populations down to small, local facilities to meet the day to day needs of their immediate, surrounding communities. 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.
 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.
 Clustered/co-located	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. 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. 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.
 Flexibility and multiple use	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.
 Serving identified social needs	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.

Inclusive and welcoming	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.
Contribute to public domain and sense of place	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.
Near open space for activities and events	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'.
Connected to public transport, pedestrian and cycling networks	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.
Of sufficient size and design to enable expansion and adaptation	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.

 Financial and environmental sustainability	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 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. Environmentally sustainable facility buildings typically have lower operating costs and are, therefore, are also a more financially sustainable option.
 Safety and security	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.
 Avoidance of conflict with neighbouring uses	Master planning processes can provide an opportunity to locate community facilities uses in areas where impacts on residential and other uses can be minimised. In greenfield areas 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.

6.4 Proposed community facility hierarchy

In line with the key principles presented, it is proposed that this strategy adopt a hierarchical approach for the planning and delivery of community facilities, based upon four levels that represent population catchments of different sizes. This recognises that facilities with different types of spaces and amenities are required to meet the range of needs and uses a community will experience. The proposed hierarchy is outlined in the following table.

Table 6: Proposed facility hierarchy

Hierarchy level	Population served
Sub-regional	100,000 and over
District	20,000-50,000
Neighbourhood	2,000-20,000

It should be noted that the population thresholds suggested by this hierarchy should be applied flexibly, bearing in mind that the size of population catchments necessary to sustain different types of facilities will also be influenced by settlement patterns, travel distances and population characteristics.

Sub-regional facilities

Sub-regional facilities usually serve populations of around 100,000 people and over. As noted earlier in this report, Ku-ring-gai currently contains no sub-regional community facilities and relies on those provided in adjoining local government areas. The population of Ku-ring-gai (123,143 in 2016) however, warrants the provision within the LGA of a sub-regional level facility. Sub-regional facilities can include major cultural or civic facilities such as civic centres, central libraries and / or gallery space.

District level facilities

District level facilities operate on a smaller district catchment, usually from about 20,000 to 30,000 people, and possibly up to 50,000. Population catchments for district level community facilities will vary according to the particular characteristics and needs of the population.

The scale of these facilities is large enough to accommodate the needs of district level populations and they usually contain some specialist spaces or services to meet the needs of particular age or interest groups. District level facilities are most often located in activity centres, ideally linked to public transport and in locations where people have a cause to gather and visit. District level facilities include:

» Multipurpose community centres, offering a range of flexible activity and program spaces as well as accommodation for community organisations and service providers. District level facilities would usually have a relatively permanent staff presence to ensure that the facility is activated, whether that be local government or service provider staff

» Civic and cultural facilities, including a district or branch library and spaces for community arts and local performances. These may be co-located with a community resource centre to create a community hub

» Facilities and services for particular sections of the population, such as young people, older people, people with a disability, people from culturally and linguistically diverse communities

» Some form of access point for family support, health, and other forms of support services.

Neighbourhood level facilities

Neighbourhood level facilities are planned to serve very local populations ranging from between around 2,000 and 20,000 people. Neighbourhood level community facilities include:

» Spaces for meeting and gathering

» Spaces for local programs and activities such as playgroup, dance classes, etc.

Larger neighbourhood level facilities can be staffed and may be more multipurpose in nature. Neighbourhood facilities at the smaller scale are often simple small-scale buildings, are not usually staffed and are used mostly on a casual hire basis. Community halls are a typical smaller, neighbourhood level facility.

6.5 Standards for community facilities

With regard to community facilities, standards are usually expressed as the number of facilities, places or floor space required for a population of a given size.

Contemporary practice in community facilities planning suggests that a purely mathematical application of standards is undesirable. However, it is also recognised that there is an increasing need for a robust evidence base to support recommendations for facilities. Future recommendations may involve either substantial funding implications or potentially difficult political decisions including the possible rationalisation of some facilities. Any recommendations need to be grounded in a strong base of evidence (preferably from multiple sources) to support the future directions. This section of the report presents a review of standards for community facilities.

6.5.1 Library standards

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 the following rates of provision:

» For central libraries – 28 square metres for every 1,000 people for populations of 100,000 or more (i.e. a 2,800 sqm library for a population of 100,000 people – does not include additional space required for admin central library functions)

» For district or branch libraries – 39 square metres for populations between 20,001 and 35,000 or 35 sqm per 1,000 people for populations of 35,001-65,000 people.

'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).

6.5.2 Standards for other types of community facilities

Unlike libraries there are no nationally agreed set of standards for other types of community facilities. This study, therefore, has reviewed a range of standards proposed in various literature and adopted in other jurisdictions, to assist in the planning of community facilities in Ku-ring-gai.

This review provides a framework to the upcoming recommendations and helps to ensure that the process for developing the recommendations is transparent and open to review.

For this project a range of standards for social infrastructure from across Australia have been reviewed, with sources including:

» Parks and Leisure Australia (2012), *Benchmarks for Community Infrastructure: A PLA WA Working Document*

» Victorian Government Growth Areas Authority (2008), *Planning for Community Infrastructure in Growth Areas*

» Victorian Government Growth Areas Authority (2009), *Guide to Social Infrastructure Planning*

» Queensland Government, Office of Urban Management (2007), *SEQ Regional Plan 2005-2026, Implementation Guideline no. 5 – Social Infrastructure Planning*

» Growth Centres Commission (2006), *Growth Centres Development Code*, New South Wales

» Comparative study undertaken by Elton Consulting of a number of social infrastructure projects in growth areas in NSW, ACT and South Australia.

The standards proposed here are based on a range of national social infrastructure plans and studies which have been analysed, tested and adapted to the Ku-ring-gai LGA context and the hierarchy of facilities proposed above. Considerations for their application have included existing rates of provision, preferred models of service delivery, existing and projected community needs, and Ku-ring-gai approaches and policy directions for community facility and service provision.

The table on the following page presents the standards adapted from the national literature and organises them according to the hierarchy levels outlined above. Also included in the table are the standards for libraries (from NSW State Library, *People Places, A Guide for Public Library Buildings in NSW*, third edition) discussed in the previous section – 'Library standards'.

Table 7: Hierarchy and standards for community facilities

Hierarchy Level	Population served	Community facilities required	Definition	Recommended standard (per people unless otherwise specified). GFA refers to gross floor area
Regional and Sub-regional	100,000 and over	Major civic or cultural centre	Provides premier civic space to serve local government or wider area. May include Council administrative centre and Council chambers, as well as meeting space and space for large civic functions and cultural events. Could be combined with arts centre, providing high quality and specialist spaces for visual and performing arts. Staffed facilities.	Approximately 2,000-4,000 square metres GFA 1:100,000-150,000
		Central library	Serves as main or central library. Usually includes key LGA-wide collections such as local studies or other special selections, historical collections, library staff offices and associated administrative functions.	28 square metres for every 1,000 people for populations of 100,000 or more
District	20,000-50,000	District multipurpose community centre	Provides a range of flexible, multipurpose spaces that include a variety of activity and program areas as well as space for a diverse range of services to be provided both on a permanent and sessional or outreach basis. Ideally provide a balance between access to support services, information and referral as well as a range of activities and programs that are focused on lifelong learning, healthy living, arts and culture, etc. As well as the structured spaces for formal activities and programs, district multipurpose community centres should also provide space for informal gathering and interaction and be known as community meeting places. With 'anchor' facilities such as libraries and/or recreation centres, and perhaps space for youth activities, could form the foundation of a district 'community hub'. Staffed facilities.	Approximately 1,200-3,000 square metres GFA 1:20,000-30,000 people

Hierarchy Level	Population served	Community facilities required	Definition	Recommended standard (per people unless otherwise specified). GFA refers to gross floor area
District	20,000-50,000	District library	District level library located in a district centre serving a catchment of up to 50,000 people. Includes a significant resource collection both in books and other media as well as IT facilities, children's collection and a variety of open areas for social interaction and relaxed reading. Could be developed as part of a broader community learning centre or as part of a community hub with a multipurpose community centre. Staffed facilities	39 sqm per 1,000 people (plus 20% circulation space) for populations of 20,000-35,000 people 35 sqm per 1,000 people (plus 20% circulation space) for populations of 35,001-65,000 people
		Community arts centre	Smaller more locally focused space for community arts rather than professional level performance. Emphasis is more on studio, workshop and exhibition space and community programs than professional performance. Has more community focussed dedicated management with a focus on community and cultural development.	1,000-1,500 square metres 1 for every 40,000-50,000 people (could be part of multipurpose community centre)
		Performing arts and/or exhibition space	District level space for performance or exhibition, for events of a smaller scale than what is provided at the regional performing arts centre. Could be provided as a hall with stage and foyer space within a district multipurpose community centre, school or similar.	Approximately 800-1,000 square metres GFA 1 co-located (such as with a secondary school or district community resource centre) for every 40,000-50,000 people

Hierarchy Level	Population served	Community facilities required	Definition	Recommended standard (per people unless otherwise specified). GFA refers to gross floor area
District	20,000-50,000	Youth resource centre	Space for leisure, recreation, learning, training and support programs and activities for young people. Space for a youth worker, drop in areas, and a base for both government and non-government youth services and outreach services. Provides a single point of service access for young people.	1 space of approximately 400-500 square metres for every 30,000-60,000 people (could be part of a larger, district multipurpose community centre or arts centre)
		Dedicated seniors' space/HACC planned activity space	Space for seniors' groups and activities including a wide range of healthy ageing and support programs, and space for the delivery of home care and respite services. Could be accommodated through a range of activity, exercise and learning spaces within a variety of community, cultural and recreation facilities. Could be in the form of community hall space and incorporated as part of a multipurpose community centre.	1 planned activity space of approximately 250-400 square metres for every 40,000-60,000 people
		Community hall/meeting space - 200+ venue for every 20,000 people	Communities should have access to different size meeting spaces from small group rooms to larger halls for bigger events and gatherings. Hall/meeting space is best considered as a part of a larger multipurpose facility such as a district multipurpose community resource centre or library. Provision of hall/auditorium space is also possible through shared use arrangements with schools.	Approximately 250-300 square metres GFA. 1 for every 20,000 people

Hierarchy Level	Population served	Community facilities required	Definition	Recommended standard (per people unless otherwise specified). GFA refers to gross floor area
Neighbourhood	2,000-20,000	Neighbourhood community centre/hall / meeting space/	Provides for a range of neighbourhood level community events and social, educational, cultural and recreational activities at low cost and targeted at the needs of the immediate surrounding community. Often include meeting/activity spaces, kitchen, administrative areas. Ideally includes an integrated outdoor area for children's play and other outdoor activities. Communities should have access to different size meeting spaces from small group rooms to larger halls for bigger events and gatherings. Hall/meeting space is best considered as a part of a larger multipurpose facility. Provision of hall/auditorium space is also possible through shared use arrangements with schools. It is noted that neighbourhood level facilities can often be appropriate in established areas through existing provision of halls and similar smaller spaces. New neighbourhood level facilities, particularly smaller scaled facilities, are only recommended where a clear gap in this type of small scale facility is identified.	1 neighbourhood community centre of 500-1,000 square metres GFA for every 10,000 - 20,000 people Should also consider the availability of other meeting/activity spaces in the area (e.g. at schools, churches etc.)

6.5.3 Community facility standards – additional considerations

Apart from library standards, it is noted that the standards for other types of facilities in the previous table provide a floorspace quantum range which is broad and, therefore, may not be very helpful in planning new facilities. For this reason, further research has been undertaken to identify the specific floorspace standards for these other community facilities that have been adopted by other councils. Comparative rates of provision being applied in selected local government areas are outlined in the table below.

Table 8: Example standards for community facilities from other LGAs

Local Government Area	Community centre standard square metres per 1,000 people
Playford (SA)	87
Penrith (NSW)	87
Blacktown (NSW)	80
Hills Shire (NSW)	80
Liverpool (NSW)	60-80
Maitland (NSW – existing provision)	78
Camden (NSW)	55

The figures in the table above generally include provision for neighbourhood, local and district level community centre floorspace combined, with the balance between different level facilities to be determined flexibly according to need, within the overall quantum of floorspace guided by this standard. Camden Council, however sets specific requirements of 42 sqm/1000 for local community centres and a further 13 sqm/1000 towards district facilities. Liverpool Council requires about 60 sqm/1000 for neighbourhood and local level facilities and around 80sqm/1000 for larger development areas where district level facilities will also be required (e.g. the Austral and Leppington North Precincts of the South West Growth Centre).

It can be seen from this table that the average rate of provision for community centre space desired in similar growth LGA's across neighbourhood and district level facilities is around 80 sqm per 1000 people. This can be compared with Ku-ring-gai's current rate of provision of around 49 sqm/1000 people (as identified in Chapter 3 – Existing situation).

Based on an analysis of comparative rates of provision and through the testing of provision rates through a number of projects, a desired future rate of provision for new community facilities in Ku-ring-gai (including neighbourhood and district level facilities) is proposed as being approximately 80 square metres for every 1,000 people. This does not include library facilities or single use specialist facilities (such as arts/cultural facilities).

With further consideration of this rate of provision across a facility hierarchy, a reasonable distribution or allocation of this 80 square metres/1000 people between the different levels, and one that is proposed for Ku-ring-gai is as follows:

» 60 square metres/1000 people for neighbourhood and district level facilities (combined)

» 20 square metres/ 1000 people for sub-regional level facilities.

6.5.4 Caution in applying standards

Standards are useful in providing a starting point for identifying community facility and service requirements. However, as mentioned previously, a purely mathematical approach to facility planning is not recommended and the proposed standards should be applied as an initial guide only, and with some caution.

Importantly, the application of the standards should be adjusted to reflect local circumstances, and to take account of the following factors:

- 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
- They 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 by them
- 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
- They 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.

For these reasons, the use of standards should provide a starting point only, and need 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 applied 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.

Particularly in the current environment in Ku-ring-gai, with the identified financial constraints, floor space standards should be considered in a more flexible way. The amount of floor space provided should take into account the circumstances of the communities or planning areas being considered, the quality and proximity of existing facilities, the opportunities to co-locate and potentially save space, the use of technology, and the programming and management capacity available to activate a community centre. Leading practice research suggests that while a certain amount of community facility space is necessary to support community activities, it is not necessarily the case that more is better.

With the testing and detailed costing work that Ku-ring-gai Council has undertaken as part of its studies for the Lindfield and Turramurra Community Hub projects, it has become evident that achieving the full recommended standards-based provision is infeasible. Further analysis and testing has indicated that the desired level of community benefit can be achieved through the

provision of approximately 80% of the proposed standards, while still be feasible and deliverable for Council.

7 Community facility requirements

This chapter explains the application of the directions (including the principles, hierarchy and standards and rates of provision) outlined in the previous chapter to the Ku-ring-gai LGA. The process undertaken to develop the strategy for community facility provision is presented in the next chapter (Chapter 8 – The Strategy).

7.1 A note about facility catchments

The standards and rates of provision for community facilities outlined in the previous chapter, determine floor area requirements for populations served. Application of these standards requires population numbers and, therefore, an understanding of population catchments for each facility.

A catchment is the surrounding area and its population that a facility is most likely to serve. Higher order facilities will have larger catchments (e.g. a catchment for a sub-regional level facility is likely to be an LGA or wider region) while lower order facilities are likely to attract people from the local area and, therefore, have a catchment that covers one or two suburbs. In determining catchments consideration is given to such factors as access and movement (road and public transport networks), local centres and physical barriers.

It is noted that catchments are not definitive; 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.

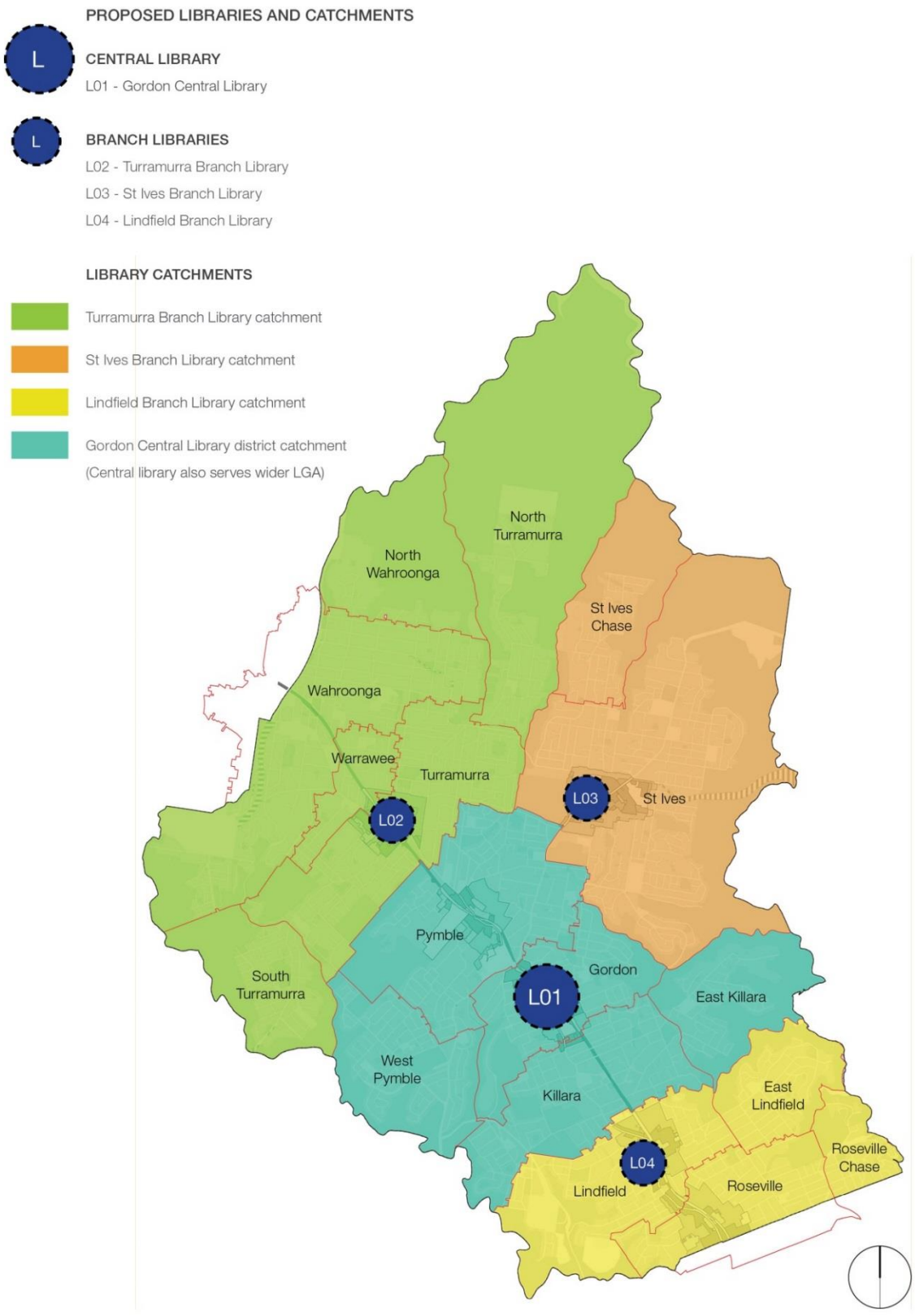
The following sections of this chapter discuss and determine catchments in order to determine preliminary requirements for different community facility types. The sources for the population projections quoted are outlined in Chapter 5 – Population growth.

7.2 Library requirements

The current distribution of library facilities across the Ku-ring-gai LGA is a logical arrangement. Library facilities are well distributed geographically providing good, equitable access. The libraries are also centrally located with the central library facility located in the LGA's primary local centre, Gordon, and the branch libraries located in the secondary local centres. It is, therefore, recommended that the current distribution of facilities remain. This supports the approach recommended in the *Ku-ring-gai Council Library Facilities Study* (Dr David Jones, 2004).

The distribution of libraries and their likely catchments are illustrated on the following map. Gordon Central Library has two separate catchments as it serves the greater LGA as a central library as well as the surrounding suburbs as its district library. The district catchment only is illustrated on the following map.

Figure 4: Proposed library facilities and catchments



7.2.1 Central library requirements

Gordon Central Library has recently been refurbished. The Library Manager has reported that the renovation has been successful, the library is of high quality and the library is functioning well. When assessing the central library against the State Library of NSW standards to determine the adequacy of the floor space in relation to population (refer Table 2), in 2016, the floor area of 2,251 square metres was only slightly below the required standard of 2,276 square metres. When considering future adequacy, in 2036 the library will be below the required standard of 2,856sqm.

This future shortfall however, need not be considered an issue as the library is co-located with the Old School Building which provides meeting space that can be accessed for library use. Future planning for Gordon Library will be undertaken in the context of Council's plans for the creation of a civic and cultural centre or precinct in Gordon.

Table 9 Central Library floor area requirements

Library	Floor area	Projected population 2036	Recommended Floor area* 2036	Shortfall
Gordon Central Library**	2,251sqm	49,456 (District) 154,550 (LGA)	**2,856sqm**	605sqm

* Required floor area as directed by State Library of NSW Standards - *People Places: A guide for Public Library Buildings in New South Wales* – third edition (State Library of New South Wales, 2012)

** The Central Library in Gordon serves two catchments – its local district catchment of 46,107 people and the wider LGA regional population of 144,084 people

7.2.2 Branch library requirements

As identified in Chapter 4 – Existing situation, there are significant issues regarding existing branch library provision including inadequacies relating to facility size and condition and how these have limited the offerings available.

The existing branch libraries were assessed against State Library standards. The following table illustrates that in 2016, all branch libraries were significantly below the recommended floor area standard and that with projected population growth in the future, in 2036 the libraries will be significantly below recommended standards. These shortfalls and required floor areas are included in the following table.

Table 10 Branch library floor area requirements

Library	Floor area	Projected population 2036	Recommended Floor area* 2036	Shortfall
Turramurra Branch Library	460sqm	47,910	2,012sqm	1,552sqm
St Ives Branch Library	308sqm	27,819	1,302sqm	994sqm
Lindfield Branch Library	300sqm	29,365	1,374sqm	1,074sqm

* Required floor area as directed by State Library of NSW Standards - *People Places: A guide for Public Library Buildings in New South Wales* – third edition (State Library of New South Wales, 2012)

7.3 Other community facility requirements

There is an undersupply of community facility floor area across the LGA (49 square metres per 1000 people, compared to the recommended rate of 80 square metres per 1000 people). This undersupply will only become more prominent if future population growth occurs as projected.

This strategy however, does not recommend rectification of this undersupply through the addition of new facilities alone, but rather through a review of existing provision and the adoption of a new, sustainable approach in line with the directions outlined in the previous chapter including, most importantly the implementation of a well distributed hierarchy and network of facilities which focuses on:

» The provision of new, purpose built higher order facilities (sub-regional and district), with a limited number of new smaller facilities (neighbourhood) to rectify any inequality in terms of distribution. This strategy recommends the development of two new neighbourhood facilities in the northern part of the LGA where community centre provision is currently limited

» A review of the significant number of small neighbourhood level facilities, particularly in areas with an oversupply of these spaces. This may result in some redevelopment and/or upgrade of some facilities to higher order facilities or rationalisation with the possible relocation of some services and programs into higher order facilities.

How this hierarchy could be established in Ku-ring-gai is explained below.

7.3.1 Regional and sub-regional level facility requirements

In accordance with the hierarchy and standards outlined in the previous chapter, the existing Ku-ring-gai population (123,143 people) suggests a current and immediate need for a sub-regional level facility to serve the LGA, in particular a cultural facility. Ku-ring-gai Council are currently investigating the provision of such a facility in Gordon. Preliminary planning is considering the creation of a civic/cultural precinct in the local centre that includes a new cultural facility co-located with new Council administration and Council Chambers as well as the existing, recently refurbished Gordon Central Library. This strategy supports this proposed approach.

As the primary local centre in the LGA, Gordon is the most suitable location for this regional level facility. It offers opportunities for the co-location with other facilities in the local centre.

The planning of a sub-regional facility in the Ku-ring-gai LGA must take into account other larger facilities in the wider region. The Concourse, a Willoughby Council owned, large cultural and

entertainment venue at Chatswood, is a major facility that includes a range of professional performance and exhibition spaces. The Concourse catchment extends beyond the Willoughby LGA. It is a venue serving the greater Northern Sydney region. A similar facility is not proposed for Gordon. It is envisaged that the Gordon cultural facility focus on the provision of larger spaces for large meetings, functions, creative arts, exhibitions and events at a more community-based, LGA scale and level.

There are a number of small, Ku-ring-gai Council owned, stand-alone cultural facilities suggesting an interest and need for cultural/arts focused space in the LGA. Many of these facilities are not well located and in poor condition. A sub-regional level cultural facility presents a more sustainable approach, with resources focused on the provision of a high quality, activated, purpose-built and managed facility with a range of offerings. Future planning works should consider the potential rationalisation of some facilities with suitable uses relocated to the proposed sub-regional cultural facility in Gordon.

Council has decided to retain and upgrade Marian Street Theatre as a sub-regional facility for drama. It is recommended that the operation and management of this facility be closely linked with the operation of the proposed sub-regional facility to ensure coordination and avoid duplication of services and programs.

As proposed in Chapter 6 – Future directions, section 6.5 – Community facility standards, this strategy recommends a standard of 20 square metres per 1000 people for a sub-regional level facility in Ku-ring-gai, which equates to a total provision of approximately 3,091sqm to serve a population of 154,550 in 2036.

The proposed Gordon civic and cultural precinct is further examined in Chapter 8 – The Strategy.

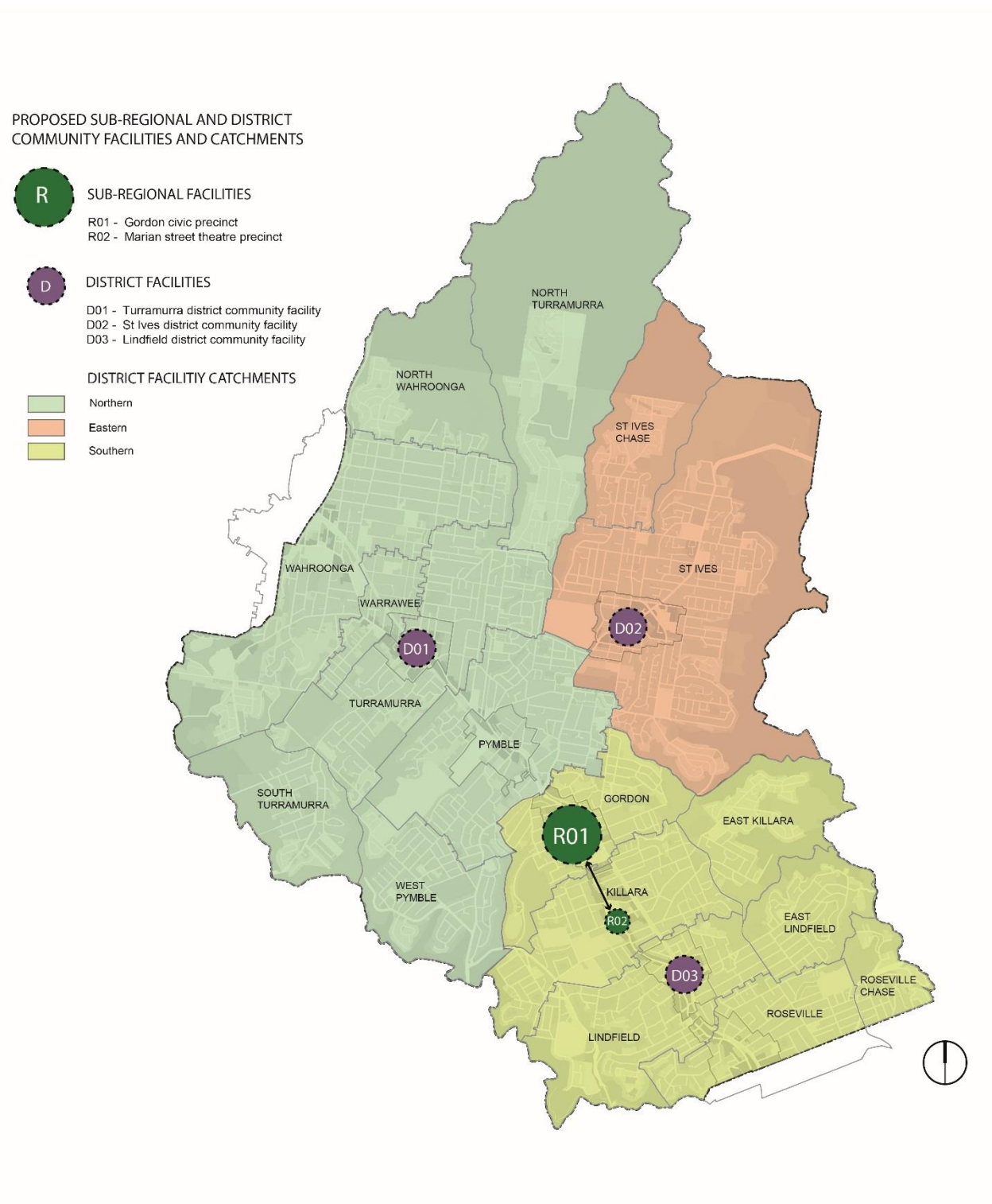
It is noted that Council is also examining the potential to develop a regional level outdoor entertainment precinct at St Ives Showground. That potential amenity has not been considered in this study. Preliminary concepts suggest it could include a more commercial focus with space suitable for events, conferences and functions, attracting people from a broader region. Also considered is the inclusion of an Aboriginal cultural centre/museum as part of the development.

7.3.2 District level facility requirements

The provision of new district level facilities should focus on locating these facilities in key centres and ensuring equitable access. The secondary local centres of Turramurra, St Ives and Lindfield present suitable locations for district level community facilities. Locating district facilities in these centres would also provide a good distribution of higher order, larger facilities across the LGA. In addition, the Turramurra, St Ives and Lindfield local centres all contain clusters of community facilities in separate buildings that are smaller, older style and not built for purpose, suggesting potential opportunities for consolidation.

These proposed district facilities are illustrated on the following map.

Figure 5: Proposed sub-regional and district facilities



When considering rates of floor area provision by population, for the catchments of these district facilities, compared with the recommended rate of 60 square metres/1000 people (60sqm for local and district and 20sqm for sub-regional), the following issues are identified:

» The Northern catchment (Turramurra/Pymble/Wahroonga) is currently extremely undersupplied at 15 square metres/1000 people with a projected shortfall of 3,363 square metres in 2036

» The Eastern catchment (St Ives) is currently undersupplied at 43 square metres/1000 people and will have a shortfall of 743 square metres/1000 people in 2036

» The Southern catchment (Lindfield/Roseville/Killara/Gordon) has the highest level of current provision but is still considered to be undersupplied at 54 square metres/1000 people. The current supply is also dispersed across a number of smaller and, in most cases, single use facilities.

Rates of provision for the district catchments discussed above are outlined in the following table.

Table 11 District catchment existing and recommended rates of provision

Existing floor area	Population 2016	Existing rate of provision 2016 (sqm/1000 people)	Projected population 2036	Recommended floor area @ 60sqm/1000 people	Shortfall 2036 (if no facility is provided)
Northern (Turramurra) catchment					
810	55,694	15	69,547	**4,173sqm**	3,363sqm
Eastern (St Ives) catchment					
926	21,511	43	27,819	**1,669sqm**	743sqm
Southern (Lindfield) catchment					
2,497	45,915	54	57,184	**3,431sqm**	934sqm

It is recommended that the existing arrangement of community facility provision in these district catchments be reviewed with the aim to provide the proposed larger, district multipurpose community centres ideally co-located with the redeveloped branch libraries and some, select rationalisation of small existing facilities.

A review of the Southern (Lindfield) catchment was completed as part of the *Lindfield Community Facilities Study* (Elton Consulting, 2014). The study proposed that a number of facilities in the local centre be rationalised and that a new district community facility (comprising library and multipurpose community centre) be developed in the Lindfield Local Centre.

A similar study for Turramurra the *Turramurra Community Facilities Study* (Elton Consulting, 2015) has already been completed with existing facilities also recommended to be consolidated into a centrally located community hub facility in the Turramurra Local Centre.

A similar study for the St Ives catchment should also be considered.

7.3.3 Neighbourhood level facility requirements

While it is proposed the majority of recommended floor space be provided through the new district multipurpose community centres, some lower order facilities will be required to support these district facilities in meeting community needs. These may include retained and improved existing facilities as well as new neighbourhood level facilities.

The significant shortfall of community facility floor space in the Turramurra catchment is unlikely to be able to be addressed by a district centre alone as the requirements may result in it being a facility that is too big to be functional. Additional, supporting neighbourhood level facilities may present a better option.

The retention of some existing neighbourhood level facilities may also present a good option in the Lindfield and St Ives catchments to support the district facilities.

8 The Strategy

This chapter presents a strategy for community facilities in Ku-ring-gai. The strategy was developed with consideration of the information and findings presented in this strategy report including:

» Existing population and existing pattern of community facility provision,

» Projected population growth and its impact on likely demand

» Key trends in community facility provision and proposed guiding principles

» Standards and benchmarks for community facilities and the application of these to determine likely requirements (with consideration of the Ku-ring-gai context).

8.1 Proposed approach

It is proposed that the planning and provision of community facilities in Ku-ring-gai adopt a co-ordinated, integrated approach that considers facilities and their offerings collectively. This approach directs that facilities are not planned in isolation, avoiding unnecessary duplication and ensuring key community needs and demands can be met in a more economically sustainable way.

This strategy recommends that the current pattern of facility provision, involving numerous small facilities with limited space and ability to cater to a range of uses, be revisited and a more consolidated arrangement be implemented. This strategy proposes a network of facilities, organised in a hierarchy, be established across the Ku-ring-gai LGA. While some facilities are likely to be retained, this approach will also, inevitably involve the rationalisation of some facilities.

8.1.1 A network of community facilities

Facility hierarchy

This strategy proposes the development of a network of community facilities in Ku-ring-gai that work together to collectively meet the needs of the Ku-ring-gai population. It is proposed that this network be implemented through a hierarchy of facilities including sub-regional, district, local and neighbourhood level facilities.

A hierarchy of facilities includes facilities of different sizes and offerings. Higher order facilities (sub-regional and district) are larger facilities serving wider population catchments while local and neighbourhood facilities are smaller facilities serving their surrounding communities.

The planning, designing and programming of these facilities should respond to the needs and interests of facility catchments to ensure facilities are relevant, well-used and popular places that positively impact on the health and social life of their communities.

The hierarchy of facilities for Ku-ring-gai is proposed to include:

» **Regional** – Although not considered as part of this study, it is noted that Council is investigating the potential to develop a regional level outdoor entertainment precinct at St Ives Showground. Initial concepts suggest it would more likely have a more commercial focus with space suitable for events, conferences and functions, attracting people from a broader region. Also considered is the inclusion of an Aboriginal cultural centre/museum as part of the development.

» **Sub-regional** – a new large, specialist civic, community and cultural facility, centrally located in the LGA's primary local centre, Gordon. The facility would be part of a larger civic/cultural precinct that also includes Council administration, Council chambers and library. An existing regional facility that is proposed to be retained is the Marian Street Theatre in Killara.

» **District** – new large, district level multipurpose community facilities located in the secondary local centres of Turramurra, St Ives and Lindfield. These district facilities could be based on the community hubs model and would each ideally co-locate branch library and community centre space. These facilities would serve the needs of their districts (that is, suburbs surrounding the facilities)

» **Neighbourhood facilities** –smaller, primarily existing facilities (improved as required) serving the needs of their immediate neighbourhoods. Two new neighbourhood level facilities are proposed in South Turramurra and Wahroonga.

Planning the facility network should consider the standard rates of provision presented in this strategy report (refer Chapter 6 – Future directions). These include:

» State Library of NSW standards for libraries (details are provided in Chapter 6 – Future directions)

» A rate of provision of 20 square metres/1000 people for the sub-regional level facility and a total of 60 square metres/1000 people for district, local and neighbourhood level facilities combined[1].

[1] This rate of provision of 60sqm/1000 people relates to multipurpose community facilities. Single-use specialist facilities (e.g. arts and cultural facilities) are not included.

Note: These standards should be considered as a starting point and guide. Facility planning should focus on the provision of high quality facilities that cater to community interests and needs and not be governed by standards alone.

Coordinated programming

In addition to planning and designing facilities holistically as a network, programming of facilities should also involve a coordinated approach. This approach would enable facilities to provide different offerings in terms of services, activities and programs while ensuring, as a priority, each facility responds to the interest and needs of their catchment communities.

8.1.2 Proposed process

It is suggested the more detailed needs analysis and planning be undertaken for the district centre proposed for St Ives. The community facility development process should consider the inclusion of:

» Consultation with the community throughout the planning process

» Identification of opportunities for partnerships in the development of facilities. This may include consideration of the provision of community facility space within new developments. Such proposals however, should be reviewed against the principles proposed in Chapter 5. This also includes at the possible integration of other land-uses (e.g. commercial, retail, residential or other community uses)

» Feasibility studies for all new facilities which consider rationalisation of existing facilities

» Concept planning studies for all proposed new facilities, similar to that conducted for the proposed Lindfield District Facilities. These studies should consider facilities as part of their catchments as well as the broader LGA network. These studies should involve a review of community needs (including demographic analysis), determining a facility size/floor area (with consideration of the proposed standards), identification of a desired facility character and required inclusions (shaped by community and stakeholder input). These studies should also review and consider the provision of other Council owned facilities (including scout halls and bowling clubs) and non-Council owned facilities providing space for community use (e.g. schools, churches, clubs and function centres)

» Development of a program and management model by Council to determine an approach to facility programming (to ensure a range of services, activities and programs that meet a broad range of community needs) and management, administration and staffing arrangements (including whether facilities will be staffed). The model may also involve the management of local and neighbourhood facilities as satellite facilities to their closest district facilities

» On-going consultation with key stakeholders throughout the design process to ensure the successful implementation of key requirements and priorities.

8.1.3 Guiding principles

The planning (including in particular site selection), design, programming and management of community facilities in Ku-ring-gai should comply with the following proposed guiding principles (introduced in Chapter 6 – Future Directions):

» Providing a co-ordinated network of facilities arranged in a hierarchy

» Locating facilities central to their catchments and ensuring equitable access

» Ensuring facilities are in visually prominent and accessible locations

» Clustering and co-locating facilities
» Designing flexible and multiple use facilities
» Designing and programming facilities so that they serve identified social needs
» Designing and managing facilities so that they are inclusive and welcoming
» Providing facilities that contribute to the public domain and sense of place
» Locating facilities near open space for activities and events
» Ensuring facilities are well connected to transport networks
» Providing facilities of sufficient size and design to enable expansion and adaptation
» Delivering financially and environmentally sustainable facilities
» Locating and designing facilities so that they are safe and secure
» Locating and designing facilities to avoid conflict with neighbouring uses.

8.2 Proposed facilities

The following table includes a summary of the proposed facilities, both new and retained, for each catchment. With this approach each catchment is reaching approximately 80% of the recommended 2036 provision of library and community centre floorspace, and the sub-regional facilities are providing 116% of the recommended 2036 provision. Overall, the LGA is providing 91% of the recommended 2036 provision of library and community centre floorspace. This can be considered an adequate provision rate. Council owned facilities that are leased to community organisations and accommodate community services are in addition to this overall provision rate. These leased facilities will be considered in Part 3 of the Community Facilities Strategy. See Appendix C for information on possible inclusions and characteristics of these facilities.

Table 12 Proposed facilities

Catchment	Facility	Floorspace (sqm)	Recommended 2036 provision (sqm)	%
Northern	West Pymble Community Centre (retained)	250	» 4,173 Community Centre space » 2,012 Library space	
	New Community centre (location to be confirmed)	750		
	New Community Centre (location to be confirmed)	750		
	Turramurra Community Hub - Library & Community Centre (new)	3,400		
Total		**5,150**	**6,185**	**83%**
Eastern	Caley's Pavilion (retained)	194	» 1,669 Community Centre space » 1,302 Library space	
	St Ives Community Centre (retained)	570		
	Family Day Care Resource Centre (retained)	117		
	St Ives Community Hub - Library & Community Centre (new)	1,500		
Total		**2,381**	**2,971sqm**	**80%**

Catchment	Facility	Floorspace (sqm)	Recommended 2036 provision (sqm)	%
Southern	West Lindfield Community Centre (retained)	456	» 3,431 Community Centre space » 1,374 Library space	
	East Roseville Community Centre (retained)	327		
	East Lindfield Community Centre (retained)	391		
	Blair Wark Community Centre (retained)	156		
	Lindfield Village Hub - Library & Community Centre (new)	2,400		
Total		**3,730**	**4,805**	**78%**
Sub-regional	Marian Street Theatre* (retained and upgraded)	1,757	» 3,091 Community Centre space » 2,856 Library space	
	Gordon Civic Hub – Gordon Library (retained) and Arts and Community Centre (new) **	5,200		
Total		**6,957**	**5,947**	**116%**
LGA TOTAL		**18,218**	**19,908**	**91%**

*Marian Street Theatre has been included as part of this study however a separate study is required to determine how Council will meet community needs for creative arts facilities. Depending on the results of this strategy the total floor space for the Gordon Community Hub may need to be adjusted accordingly. For example, it is not known at this stage whether Marian Street will be a for-hire facility operated by Council or leased to a commercial operator

**includes Ku-ring-gai Arts Centre (597sqm), Gordon Old School (240sqm) and Cavalcade of Fashion (80sqm) either as separate facility or integrated into Gordon

Table 13 identifies the existing facilities that are to be incorporated into new district community hubs.

Table 13 Community centres and libraries to incorporated into future hubs

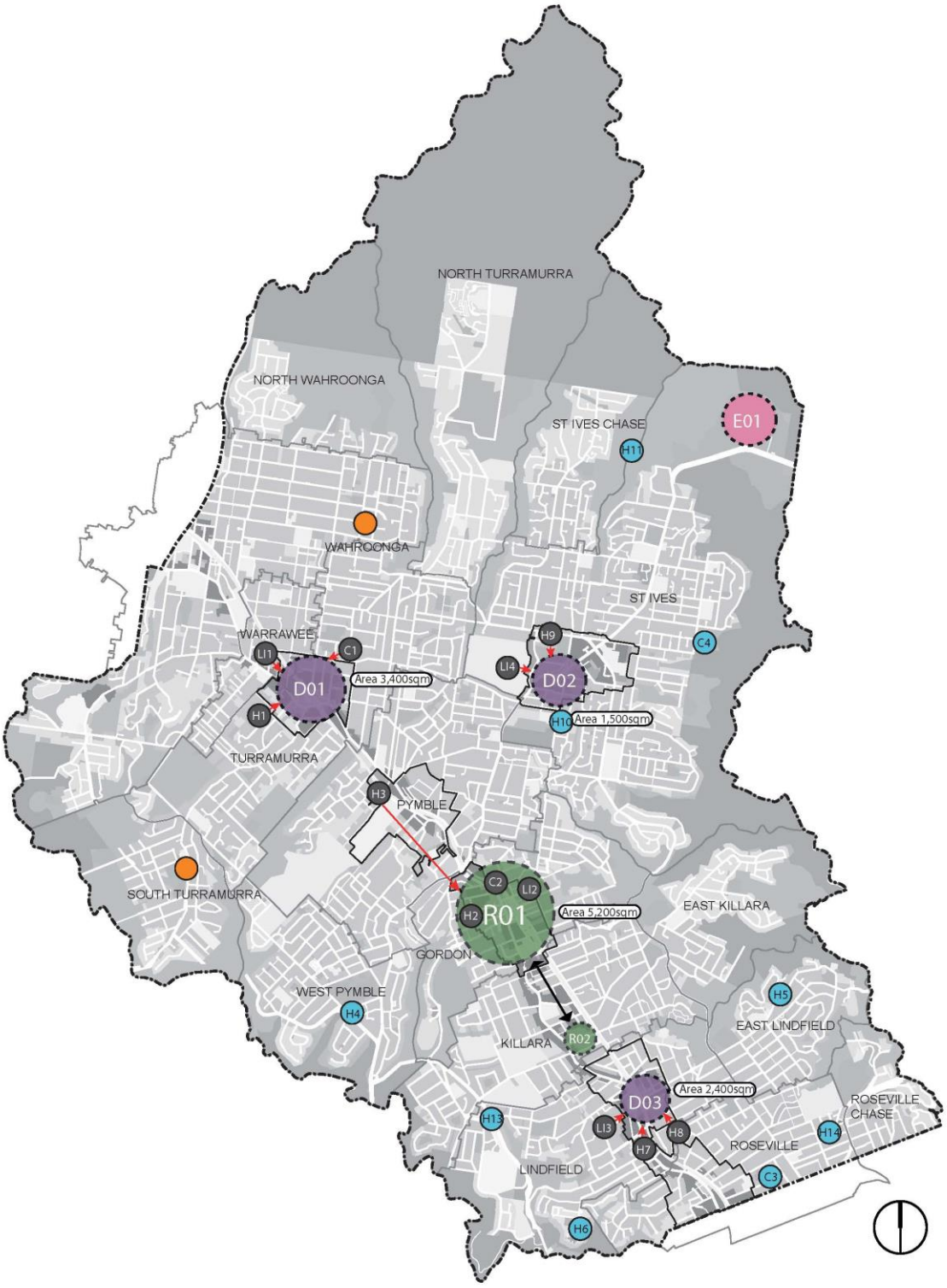
Catchment	Facility	Floorspace
Northern	Turramurra Senior Citizen's Centre	200
	Ku-ring-gai Town Hall	300
	Turramurra Youth Centre	60
	Turramurra Branch Library	400
Southern	Lindfield Senior Citizens Centre	270
	Lindfield Senior Citizens Resource	60
	Lindfield Library	300
Eastern	St Ives Library Meeting Room	45
	St Ives Branch Library	308

8.2.1 Additional facilities (St Ives Showground Precinct)

In addition to the above facilities, Ku-ring-gai Council is also currently Council is currently investigating the potential for an entertainment, events and tourism based precinct on the site of the St Ives Showground and Ku-ring-gai Wildflower Garden. This site will potentially include space available for community hire. The facilities will likely have a more commercial focus with space suitable for events, conferences and functions, attracting people from a broader region. Also considered is the inclusion of an Aboriginal cultural centre/museum as part of the development. Planning of this facility should consider future proposals for inclusions at the proposed St Ives district community hub.

The above facilities are illustrated on the map on the following page which summaries the strategy for the provision of community facilities in Ku-ring-gai.

Figure 6: Strategy plan



PROPOSED COMMUNITY FACILITIES STRATEGY

R

NEW SUB-REGIONAL LEVEL CIVIC/CULTURAL PRECINCT

R01 - Ku ring gai cultural/civic hub incorporating Old School Building offering community centre space.

R02 - Marian Street Theatre

D

NEW DISTRICT LEVEL COMMUNITY FACILITIES

Multi purpose community hubs. To include co-located library, community centre and community service provision space).

D01 - Turramurra District Community Hub
D02 - St Ives District Community Hub
D03 - Lindfield District Community Hub

FUTURE ADDITIONAL NEIGHBOURHOOD COMMUNITY CENTRES – NOTE LOCATIONS TO BE CONFIRMED

E

SUB-REGIONAL OUTDOOR EVENTS/ENTERTAINMENT PRECINCT

E01 - St Ives Showground

EXISTING COUNCIL FACILITIES TO BE RETAINED AND UPGRADED

H4	West Pymble Community Centre
H5	East Lindfield Community Centre
H6	Blair Wark VC Community Centre
H10	St Ives Community Centre and FITZ Youth Centre
H11	Caley's Pavilion
R02	Marian Street Theatre
H13	West Lindfield Community Hall
H14	East Roseville Community Hall
C3	Ku-ring-gai Arts Centre
C4	Ku-ring-gai Family Day Care Scheme's Children's Services Resource Centre
H2	Old School Building Meeting Rooms 1 and 2
C2	Old School Building - AWOL Youth Centre
LI2	Gordon Central Library

COUNCIL FACILITIES TO BE CLOSED AND INCORPORATED INTO NEW HUBS

H1	Turramurra Senior Citizen's Centre
H3	Ku-ring-gai Town Hall
H7	Lindfield Senior Citizens Centre
H8	Lindfield Senior Citizens Resource Centre
H9	St Ives Meeting Room
C1	Turramurra Youth Centre (The Dungeon)
LI1	Turramurra Branch Library
LI3	Lindfield Library
LI4	St Ives Branch Library

Appendices

A Facility floor areas and rates of provision
B Population projections
C Inclusions
D Leased facilities

A Existing facility floor areas and rates of provision

A-1 Community centre facilities

The following table outlines the floor areas of existing community centre facilities across the Ku-ring-gai LGA and rates of provision.

Table 14 Community centre facility floor areas

Catchment	Facility	Total floor area (sqm)	Hired/Council operated
Northern	Turramurra Senior Citizen's Centre	200	Casual hire
	Turramurra Youth Centre (The Dungeon)	60	Council operated
	Ku-ring-gai Town Hall	300	Casual hire
	West Pymble Community Centre	250	Casual hire
Total		**810**	
Southern	Old School Building - meeting rooms 1 and 2	170	Casual hire
	Old School Building - AWOL Youth Hub	70	Council operated
	West Lindfield Community Hall	456	Licensed /Casual hire
	East Lindfield Community Hall	391	Casual hire
	Blair Wark VC Community Centre	156	Casual hire
	Lindfield Senior Citizens Centre	270	Casual hire
	Lindfield Senior Citizens Resource Centre	60	Casual hire
	Ku-ring-gai Arts Centre	597	Council operated

Catchment	Facility	Total floor area (sqm)	Hired/Council operated
	East Roseville Community Hall	327	Licensed / Casual hire
Total		**2,495**	
Eastern	Ku-ring-gai Family Day Care Scheme's Children's Services Resource Centre	117	Council operated
	St Ives meeting room	45	Casual hire
	St Ives Community Centre and FITZ youth centre	570	Casual hire / Council operated
	Caley's Pavilion	194	Casual hire
Total		**926**	

A-2 Regional facilities

The Marian Street Theatre in Killara (1,757 sqm) is an existing regional serving facility that is owned and operated by Council.

A-3 Libraries

Catchment	Library	Total floor area (sqm)
Northern	Turramurra Branch Library	460
Eastern	St Ives Branch Library	308
Southern	Lindfield Branch Library	300
Regional	Gordon Library	2,251
Total		**3,319**

B Population projections

This appendix 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.

B-1 Community centre catchment projections

Table 15 Community Centre Catchments

Catchment	Suburb
Northern	North Wahroonga
	Wahroonga
	Warrawee
	North Turramurra
	South Turramurra
	Turramurra
	West Pymble
	Pymble
Eastern	St Ives Chase
	St Ives
Southern	East Lindfield
	Lindfield
	Roseville-Roseville Chase
	Gordon
	East Killara
	Killara

The following population projections have been developed to assist in determining requirements for these catchments. These were developed based on the population percentage of each catchment/sector from the 2016 population and applied to the 2036 projected population.

Table 16 Community Centre Catchment projections 2036

Catchment	2016 population	% of LGA projected population	Projected population 2036
Northern sector	55,694	45%	**69,547**
Eastern sector	21,511	18%	**27,819**
Southern sector	45,915	37%	**57,184**
Total	123,143	100%	**154,550**

B-2 Library catchment projections

Table 17 Library Catchments

Catchment	Suburb
Northern / Turramurra Branch Library Catchment	North Wahroonga
	Wahroonga
	Warrawee
	North Turramurra
	South Turramurra
	Turramurra
Eastern / St Ives Branch Library Catchment	St Ives Chase
	St Ives
Southern / Lindfield Branch Library Catchment	East Lindfield
	Lindfield
	Roseville-Roseville Chase
Sub-regional / Gordon Central Library Catchment	West Pymble
	Pymble
	Gordon
	East Killara
	Killara

The following population projections have been developed to assist in determining requirements for these catchments. These were developed based on the population percentage of each catchment/sector from the 2016 population and applied to the 2036 projected population.

Table 18 Library Catchment projections 2036

Catchment	2016 population	% of LGA projected population	Projected population 2036
Northern sector	38,174	31%	**47,910**
Eastern sector	22,166	18%	**27,819**
Southern sector	23,397	19%	**29,365**
Gordon/Sub-regional*	39,406 (district)	32%	**49,456**
Total	123,143	100%	**154,550**

* Also serves LGA population 123,143

C Inclusions

Table 19 Proposed facilities

Type	Location	Inclusions	Qualities/Characteristics
Sub-regional level facilities			
Civic and Cultural Precinct	Gordon Local Centre	» Precinct to consist of clustered civic and cultural buildings in the Gordon Local Centre including: » Central Library » Council Administration » Council Chambers » Civic and Cultural centre including: > A generous, open foyer space with Council customer service point and space for gathering and temporary displays > Large hall/auditorium > Gallery and exhibition space for permanent and temporary exhibitions > Larger meeting/activity spaces (extent of this component to consider provision at the district, local and neighbourhood facilities) > Studios and workshop space > Potential inclusion of retail space (e.g. a café) > Connection to an outdoor public space (e.g. town plaza) > Also considered is the inclusion of an Aboriginal cultural centre/museum. Note: Council is also investigating inclusion of this facility as part of a potential development at the St Ives Showground Precinct. Refer section 8.2.1 – Additional facilities (St Ives Showground Precinct).	» Key landmark in civic precinct » Iconic building that represents unique qualities of Ku-ring-gai » Place of civic engagement, community pride and celebration » Welcoming, inviting, accessible – a people place not bureaucratic » Good integration with outdoor/public/civic space – civic plaza, civic park » A place for community gathering, events, celebrations, performance, ceremonies and reflection » Active, vibrant atmosphere

Type	Location	Inclusions	Qualities/Characteristics
District level facilities			
District community hubs	Secondary local centres: » Turramurra » St Ives Local » Lindfield	» District multipurpose community facilities for each local centre that ideally co-locate library and community centre » Facilities to be developed in accessible locations in local centres. Siting to consider the proposed guiding principles proposed in this strategy » Facilities to potentially include (but not be limited to): > Library space > Multipurpose community centre space including: – Multipurpose spaces suitable for a wide range of uses (activities, programs and services and functions) and user groups – Space for the provision of community services (including space for outreach services) – Staff and maintenance spaces > Outdoor spaces which may include public open space such as a town square or village green as well as contained outdoor areas » Facility programming and design should focus on integration of the different facility components to encourage interaction between user groups.	» Accessible – a centrally located facility with good connections to surrounding land-uses and transport. Universally accessible inside and out » Welcoming and inclusive – an inviting place in which everyone feels welcome. A place that can be used by a diverse range of people and groups » Spacious and open –free flowing with generous spaces and connections between inside and outside » 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 » Active and vibrant – a busy, dynamic, activated place » Modern – a contemporary building design and up-to-date technology » Sustainable – an environmentally sustainable building with natural lighting and ventilation.

Type	Location	Inclusions	Qualities/Characteristics
Local level facilities			
Multipurpose community centres		» Local multipurpose community centres providing flexible space that can accommodate a variety of activities and programs. May also include space for the provision of outreach services » Consider also the provision of local level facilities through partnership arrangements (e.g. through proposed developments). Such proposals should be reviewed against the principles proposed in Chapter 5 » Review existing community facilities to determine whether any are suitable for retention (and redevelopment) as local facilities to support the proposed district facilities	Welcoming and inviting places that focus on local community needs.
Neighbourhood level facilities			
Space for community use		» Small flexible space suitable for use for meetings of community groups, small group activities and hire for small private functions (e.g. children's birthday parties) » Review existing community facilities to determine those suitable for retention as neighbourhood facilities to support the proposed local and district facilities.	Small, familiar places that are readily accessed by residents in the surrounding neighbourhood.

D Leased facilities

Illoura Road, Wahroonga (Wahroonga Rehabilitation Services)
1 Barellan Avenue, Turramurra (Hamilton Park Hall)
1-7 Gilroy Road, Turramurra (Turramurra Support Services)
5-7 Eastern Road, Turramurra (Lifestart Cooperative)
Tulkiyan Heritage House
19 Mount William Street, Gordon (Girl Guides)
4 Park Avenue, Gordon (Gordon Community Centre)
4 Lynn Ridge Avenue, Gordon (Gordon Golf Links Community Space)
1188 Pacific Highway, Pymble (Performing Arts Resource Centre)
57 Merivale Road, Pymble (Pymble Playgroup)
27 Philip Mall (Boonah Creative Arts Centre)
12-18 Tryon Road, Lindfield (Lindfield Early Child Care Centre)
265-271 Pacific Highway, Lindfield (KYDS Consulting Rooms)
4-12 Babbage Road, Roseville (The Cavalcade of History and Fashion)
166 Mona Vale Road, St Ives (St Ives Early Childhood Health Centre)
261 Mona Vale Road, St Ives (St Ives Occasional Care)
349 Mona Vale Road, St Ives (Cerebral Palsy Alliance Respite Centre)
4 Porters Lane, St Ives (YMCA)
177 Rosedale Road, St Ives (Ku-ring-gai Community Groups Centre) [operates under licence]

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