



Northern Beaches Community Centres Strategy

March 2021

Avalon Recreation Centre



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We acknowledge the traditional owners of this land and elders past and present. We recognise Aboriginal people as the original custodians of the Northern Beaches.



Message from the Mayor

Our community centres bring people together, creating connections and helping to build a stronger Northern Beaches community.



We are proud to provide 39 community centres across our local area and our vision for all our centres is for safe, welcoming, inclusive, accessible and affordable public spaces for the whole community.

With so many activities and programs available at our centres, including art classes, exercise classes, youth and senior programs as well as a space for community support meetings, early education for special needs children and private functions, there is always a high demand.

The community centres also provide meeting places that address social isolation for some members of our community and encourage opportunities for healthy and creative activities.

I want to thank our local community who helped shape the 20-year Community Centre Strategy.

We have listened to what you believed was working and where there were gaps. We have also heard what you want to see in the future and this Strategy captures your valuable feedback. It will now serve as Council's management framework for our community centres across the Northern Beaches.

I look forward to seeing you in one of our centres soon.

A handwritten signature in black ink, reading "Michael Regan". The signature is stylized with a long horizontal line extending from the end.

Michael Regan, Mayor

1. Summary

The Northern Beaches Community Centres Strategy (the Strategy) outlines our vision for a network of multipurpose centres that are attractive spaces for our community. At the core of this is accessibility, with good connections to public transport and affordable rates for hire. Council is committed to delivering inclusive community centres that embrace diversity and are available and inviting to all ages, cultures and abilities.

The Strategy brings together information from various sources to investigate the current state, identify opportunities and challenges, and outline future directions for the community centres on the Northern Beaches. A comprehensive literature review, demographic analysis, and a full assessment of all existing community centres was undertaken. A benchmark analysis also identified the current and future gaps in the provision of community centre floor space on the Northern Beaches. To ensure that the directions meet community needs and expectations, stakeholders were asked for their feedback using

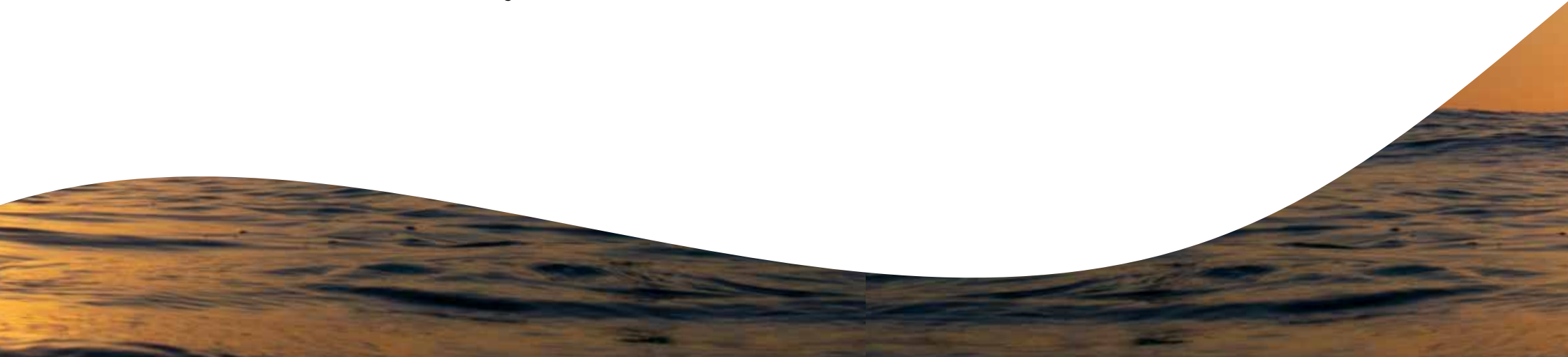
surveys, interviews and focus groups to investigate their perception of current and future needs and priorities. The draft Strategy was placed on public exhibition, with submissions encouraged and amendments made to the Strategy.

The Strategy has identified gaps in the availability of community centre space now and in the future throughout the Local Government Area (LGA).

The Strategy highlights a need for the provision of multipurpose community centres, particularly at a district level, with a focus on the

co-location and integration of services and facilities, for improved accessibility and social participation. Strategic Directions include major refurbishments and the provision of new multipurpose community centres as part of a holistic network of centres that work together to meet a range of community needs across the Northern Beaches.

The Strategy also identifies opportunities, such as working closely with organisations that lease Council owned buildings, to close the gap in provision of multipurpose space across the area.



2. Vision Statement

Northern Beaches Council Community Centres are safe, welcoming, inclusive, accessible and affordable public spaces for the whole community. They are vibrant modern facilities that support and enable programs that provide diverse opportunities for a rich social and cultural life, encouraging good health, social interaction, creativity and learning. Community Centres are flexible in adapting to changing demographic, social and cultural needs, inspiring best practice. They are environmentally, socially and economically sustainable, and build the capacity and resilience of the community.



2.1. What is a Community Centre?

For this Strategy, community centres are indoor spaces hired by the community for regular or one-off events and activities. These spaces are multi-use, multi-purpose and accessible to the public. They provide spaces for social, creative, educational and recreational activities and health and/or support services for the community.

Council manages other facilities that are available for hire but are not multipurpose in nature and not included in this Strategy. This includes the Creative Spaces, meeting rooms in libraries and sports club buildings.

- provide a consistent organisation wide approach, which will result in closer integration of service planning, capital works programming and asset management
- inform Council's planning policies (e.g. Local Strategic Planning Statement and Local Environmental Plans) for future development and better service delivery within the LGA.

2.2. Why do we need a Strategy?

The Community Centres Strategy for the Northern Beaches is a strategic document intended to inform and assist the planning and provision of community centres. The Strategy will:

- clearly articulate the value that community centres bring to community cohesion, connections and wellbeing
- provide an evidence-based framework and guide for the future planning, provision and investment in Council owned community centres over the next 20 years
- enable Council to set priorities and recommendations for future community centre development based on strong evidence and analysis that can support business cases
- provide a strong basis from which to advocate/lobby state and federal governments for funding and grants
- position Council to pursue collaborative partnerships with other levels of government, the private sector and community groups
- enable Council to maximise the benefits from its existing investments in community infrastructure assets

2.3. Strategic Context

State Context

- The New South Wales government introduced the Greater Sydney Region Plan: A Metropolis of Three Cities in 2018 to set a 40-year vision for Greater Sydney. The plan aligns land use, transport and infrastructure planning to reshape Greater Sydney as three connected cities.
- District Plans, including a North District Plan, will manage and guide implementation of this vision over the next 20 years.

Northern Beaches Local Context

- The North District Plan sets out planning priorities, objectives and actions in the assessment of planning proposals, community strategic plans and policies. The Northern Beaches Local Strategic Planning Statement, 'Towards 2040', aligns with the North District Plan and Greater Sydney Region Plan, and acts as the bridge between strategic land use planning at the district level and local statutory planning.
- The Local Strategic Planning Statement Towards 2040 (LSPS) will guide

land use planning for the Northern Beaches over the next 20 years. The LSPS supports the '30 minute city' planning concept.* It will inform development of Council's new Local Environment Plan (LEP) and Development Control Plan (DCP), broader Council policies and strategies, and the assessment of planning proposals for changes to Council's planning controls. Key directions and priorities that align with this strategy:

- Priority 9 - Infrastructure delivered with employment and housing growth
- Priority 11 - Community facilities and services that meet changing community needs
- Priority 12 - An inclusive, healthy, safe and socially connected community
- Priority 14 - A community enriched through the arts and connected through creativity
- Priority 17 - Centres and neighbourhoods designed to reflect local character and lifestyle

***30-minute city**

A '30-minute city' is a planning concept that supports planning for a city in which people can easily access the places they need to visit each day within 30 minutes by public transport, walking or cycling from where they live.

**Ethos Urban, Frenchs Forest Social Infrastructure Study,
Northern Beaches Council, 2019:**

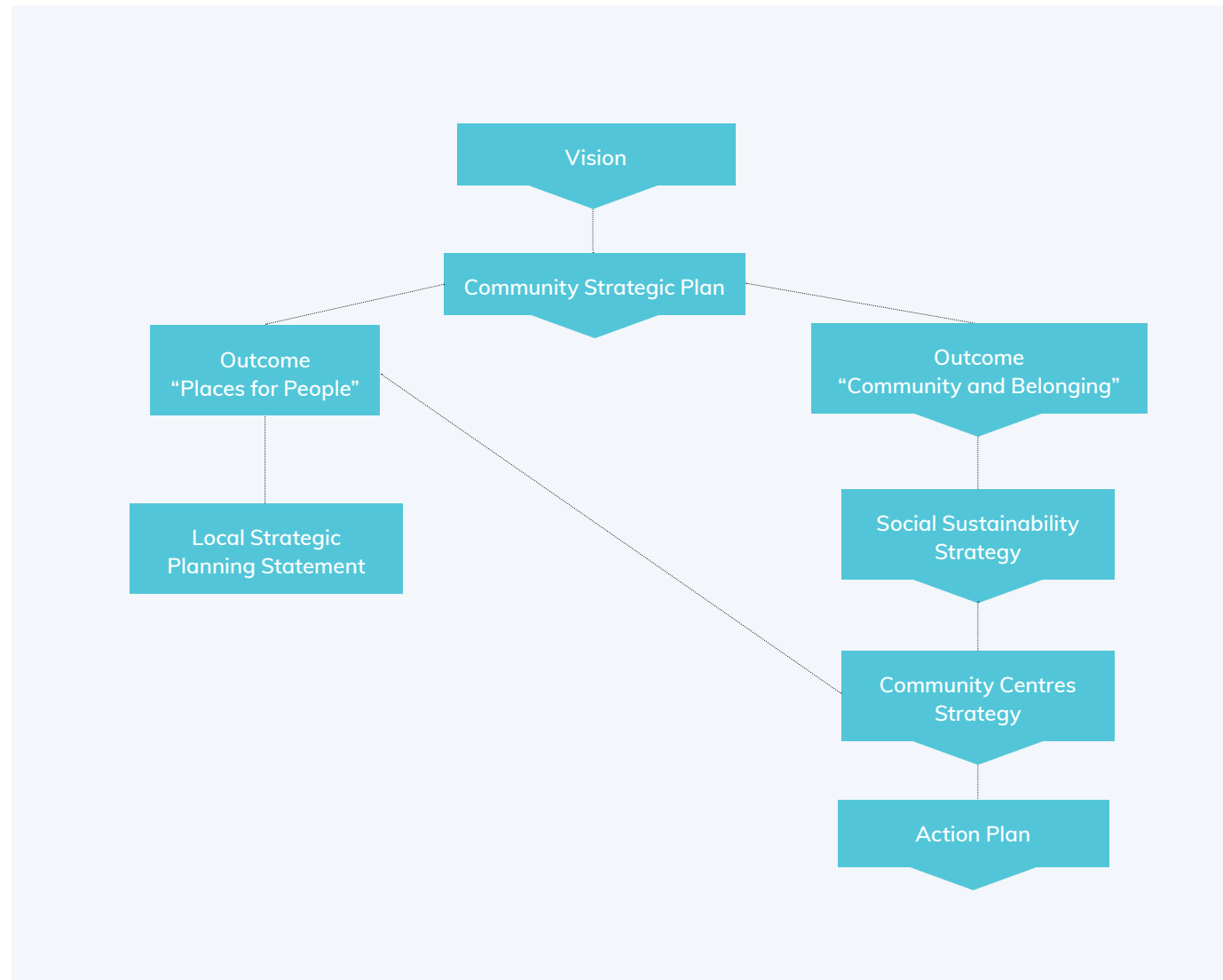
“ Northern Beaches Council plays a key role in providing social infrastructure to support and sustain liveability, community health, wellbeing and participation. Community facilities....provide places and spaces for people to meet, connect, create and learn. They also provide an important touchpoint for Council to connect with the community through the delivery of services and amenities. ”

2.4 Northern Beaches Council - Plan Structure

The community centre vision is aligned with the CSP strategic community outcomes:

Places for People – We aspire to create welcoming, accessible and affordable private and public places that foster good health and social interaction

Community and Belonging - We aspire to care for everyone in the community, making sure that people feel safe, supported, included and have diverse opportunities for a rich cultural and social life.



3. Background

Cities worldwide, including large local government areas (LGA) such as the Northern Beaches, are in a process of transformation as they adapt to increasing globalisation and changing economic conditions.

The Northern Beaches community is changing with new development earmarked for the peninsula (Dee Why, Brookvale and Frenchs Forest) driven by growth and demographic change. As a community, we are still coming to terms with what these global trends mean for the local community, and how to plan most effectively for emerging community needs in a diverse and changing environment. The level of growth and change will have a direct impact on the community's needs and expectations for services and facilities now and into the future.

Council owns a large number of buildings (including the 39 community centres) across the Northern Beaches, which it has acquired and built at various times over the past century.

The former Councils built the majority of the centres prior to amalgamation (Warringah, Manly and Pittwater) in response to the needs of and in conjunction with community groups. There are significant variances in the condition of centres. Some of these buildings are no longer able to respond to contemporary needs, activities, and population changes due to the increasing level of maintenance required.



3.1. The Value of Community Centres

Community Centres on the Northern Beaches contribute to the wellbeing and resilience of the community.

Community centres support social sustainability through the provision of space for activities that enhance social connectedness, reduce loneliness and increase physical activity. These activities result in improved general health, mental health, personal and social well-being for all in the community. The variety of opportunities include group activities, social support, public meetings, health and wellbeing classes, private family functions, education, sport, art and many other activities. The community centres are increasingly of value to all in the community as the demographic profiles change; we become an increasingly older population and as more housing becomes medium to high density.

On the Northern Beaches people from all cultures and socio-economic levels value community space in their local and wider community. An example of this is senior's participating in social, health and learning activities, as possibly the largest demographic age group who attend community centre activities.

The outcomes of seniors' involvement in community centre activities include improved mental and physical wellbeing, reducing social isolation, and providing opportunities for friendship and support following retirement.

Cultural groups have a need for community space to hold celebrations specific to their family and cultural needs. A common request from some of the Northern Beaches cultural groups is for large and affordable venues in central locations to hold their unique events. These events are crucial to maintaining the social and cultural fabric of their community.

As people are increasingly living in medium to high-density accommodation, there is an increased need for space to hold family celebrations, especially children's parties as an affordable indoor/outdoor option.



Ukelele group at Forestville Seniors Centre

Community centres reflect history, heritage and cultural stories of the Northern Beaches

On the Northern Beaches, each individual community centre has its own unique origin and history, reflecting the cultural heritage arising from community needs and societal changes of the area.

These stories and history are highly valued by the community, particularly long-term users of the Centres. The community centres are not just buildings, they are places that they feel connected to.

Highly valued stories that relate to the centres include:

- The Harbord Literary Institute is a heritage building, opening in 1918. Its origins are as a 'Literary Institute', and as a place for returned soldiers and locals to meet and socialise. Today it continues to operate as a well-loved community centre with a community library and a community kindergarten.
- Oxford Falls Peace Park was up until 1984 a 'one teacher school house' later becoming a consecrated 'Peace Park' in commemoration of the Hiroshima/Nagasaki atom bombs. It is very popular for weddings and other special celebrations.
- The Tramshed Arts & Community Centre was so named after the tram line. Narrabeen was the 'terminus' from 1913 to 1939 where the trams finished and turned around.



Berry Reserve Narrabeen - Opening of the Tram line to Narrabeen, 1913

- Manly Seniors Centre houses the Manly Seniors Club, who celebrated their 60th anniversary in 2018. Today it is a multi-use community centre, with the Senior's still a large and active Club.
- The Avalon Annexe was a dilapidated guide hall which was no longer in use. It was converted into a community hall.
- Seaforth Village Community Centre is part of the original Seaforth TAFE building and was renovated for community use as part of a bigger project for aged care, opening in 2017.
- In the 1980's the Ted Blackwood Centre was purchased for \$1 from the Narrabeen RSL. It was cut into three pieces to be transported by road to its current location.
- Collaroy Swim Club Community Centre was the original room used by the Collaroy Men's and Women's Swimming Clubs, established in 1945. The Collaroy Swimming Club is still an active club and part of this multi-use space.
- Elanora Heights Community Centre celebrated its 50th anniversary in 2016. Both the Elanora Preschool and the Elanora Players (community theatre group) have operated from this centre for over 50 years.
- Manly Youth & Community Centre opened in 1966 as part of the Manly RSL Club. In 1976 it was taken over by Manly Council. From the late 70's onward the centre was a powerhouse of the under 18's live music scene in Sydney.
- The Bilarong Community Hall situated beside Narrabeen Lagoon has been the home of the 1st Elanora Scout group for over 20 years. The community are able to hire the hall for a variety of purposes outside the Scouts use.



4. How was the Community Centres Strategy Developed?

The Strategy investigates the current state and plans for the future of community centres. The Community Centres Strategy brings together critical information from the following primary sources of data developed for this project:

- Benchmarking analysis, in terms of floor space (Gross Floor Area) available for multi-purpose community centres and current and future gaps.
- Consultation Summary Report, incorporating results of the survey of regular hirers, public survey and telephone survey, internal Council interviews and community focus groups.

The consultation engaged both internal (Council) and external stakeholders, and their feedback formed the vision, principles and desired outcomes for community centres. The engagement helped identify current capacity, demand, and subsequent gaps in

community centre provision, by examining stakeholder perceptions of future needs and priorities. The engagement took place between August and October 2018, and involved 649 stakeholders.

The Community Centres Strategy was developed to align with:

- The Greater Sydney Region Plan and North District Plan
- The Local Strategic Planning Statement, Towards 2040 - Relevant Directions, Priorities, Principles and Actions
- Northern Beaches Council Community Strategic Plan

The draft Strategy was publicly exhibited from 26 October 2019 to 8 December 2019 to ensure that the Strategy aligns with community needs and expectations.

Community Survey:

- Telephone survey capturing wider community input (407)
- Regular hirers survey (110)
- Wider community survey, through YourSay Northern Beaches Council (85)

External consultation included workshops and interviews with key demographic groups:

- Family and children
- Seniors and people with disability
- Multicultural
- Indigenous
- Youth Advisory Group
- Community and Belonging Strategic Reference Group

Verification workshops were held with the Community and Belonging Strategic Reference Group and internal business units from Council.

Five community information stalls were held at key areas, to engage with as many in the wider community as possible.



5. Our Current State

5.1. Who are we?

The estimated resident population of the Northern Beaches Council area is projected to grow from around 261,794 people in 2016, to about 300,353, an increase of 38,559 (14.73%) by 2036 (id population/demographics 2020).

Community infrastructure needs to adapt as the community grows and demographic profiles and social trends change. Population change will have implications on the type, location and delivery of future community centres across the region. In addition to filling any existing gaps in community centre provision, future models of delivery such as co-location, expansion and/or consolidation of existing community centres will need to respond to the changing demographic needs. The growth in population will put pressure on existing centres to provide sufficient spaces for the existing population, and points to the need to expand the community centre network in the future, to respond to existing and changing demographic characteristics.

Currently the distribution of population density on the Northern Beaches is focused along the coast, predominantly Dee Why to Manly.

The Frenchs Forest Planned Precinct will result in a planned increase in population, in proximity to that strategic centre.

One third of the population lives in attached dwellings or apartments, and this trend is expected to increase. Smaller living spaces means it is likely to lead to an increase in the need for third spaces where people can spend time and connect with others, and to accommodate larger social and family gatherings.

Snapshot of our community and key social trends	Implications for community centres
A growing population	There will be increased demand for multipurpose community facilities that are accessible and connected in terms of building access, centralised locations and by technology.
An increasingly ageing population	Community facilities need to be accessible to all, balancing the needs of older residents with the broader community.
A family orientated community, with a high proportion of families with children now and into the future	Spaces and places to gather, hold family functions, birthday parties and activities are becoming more important, especially for families with young children. Housing types of attached dwellings or apartments is expected to increase. Smaller living spaces are likely to increase the need for 'third spaces' where people can spend time and connect with others and also to accommodate larger social/family gatherings.
Becoming more diverse, but less multi-cultural than Greater Sydney	As the community becomes more diverse, it is important that the centres are accommodating to differing cultural groups, who often require such venues for larger cultural events.
A socially advantaged area, with small pockets of disadvantage	Regardless of socio economic status, community centres are vital for reducing social isolation and enhancing social connectedness and interaction for all in the community.
Relatively self-contained economy with 54% of people employed locally and a large number of home based businesses, entrepreneurs and start-ups	High self containment means that residents are more likely to utilise social infrastructure within the LGA.
Major infrastructure delivery for a more connected place, with the B Line and proposed East West bus route.	The location of community centres needs to be within close proximity to regular transport routes, with an increasing number of people using public transport, supporting the 30 minute city concept outline in Towards 2040.



5.2. Existing Community Centres

5.2.1. Council Managed Centres

There are 39 Council owned and managed multi-use community centres on the Northern Beaches (refer to Appendix B for a list of facilities).

The spaces are multi-use, multi-purpose and accessible to the public, and provide spaces for social, creative, educational and recreational activities and health and/or support services for the community.

The centres vary in age, condition and size, with the majority built in the 1960's and 1970's. They are located along the coast from Manly to Avalon, and reaching westwards from Allambie to Forestville and Terrey Hills. The majority have just one hall, with a few having a number of spaces in the one complex, such as Cromer Community Centre, Tramshed Arts & Community Centre and Avalon Recreation Centre.

Some spaces are more suitable for indoor sport, dance and exercise activities or for art classes. Others have an attached, enclosed play area and are in demand for playgroups and children's parties.

Figure 1. Existing Council managed community centres



5.2.2. Non-Council Managed Buildings

Northern Beaches Council owns several community facilities managed and directly hired out by other providers; including surf clubs, scout and guide halls, swim clubs, golf, tennis and bowling clubs (refer to Appendix C on page 58 for a list of those facilities).

Anecdotal evidence suggests that there are often difficulties for the broader community to access these facilities due to lease arrangements and high use by the key user groups. However, this does provide great opportunity for increased community centre space

and further investigation is required to review this portfolio of facilities, including developing leasing and management frameworks to maximise floor space available for the community.

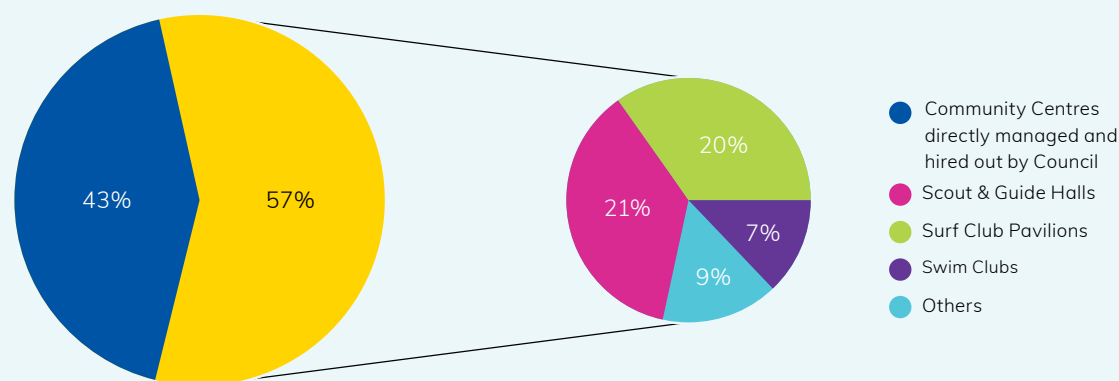
There are many other community spaces on the Northern Beaches that are not Council owned. These include school halls, churches and other private venues. It is important to note that these facilities have a role to play in servicing the community. Again, there are some challenges

to accessing these non-Council facilities, including cost and willingness of providers to allow access during peak times. New school halls built under the Federal Government's Nation Building Economic Stimulus have a policy requirement to make school facilities available for use by the community outside school hours. A report by NSW Audit Office (2017) found that sharing facilities is not consistent. Department of Education is currently implementing strategies to improve access to these facilities.

There is an opportunity to identify and initiate shared use arrangements/partnerships for non-council managed spaces and private community spaces when developing detailed place based plans and place making activation plans for strategic centres and other identified 'community hubs'.

Figure 2. Existing Council owned community facilities, showing approximately 57% of the facilities (in yellow) are not directly hired out by Council.

Council Owned Community Facilities



6. Needs Analysis

A needs analysis identifies the gaps and challenges of the existing community centres in the Northern Beaches Local Government Area (LGA)

6.1. What you told us

Community centres need to be:

- well located
- near or on public transport and near a central hub such as shopping centres and library
- welcoming and modern
- accessible and available to all, and cater to all needs in the community
- affordable, clean and well maintained, quality facilities
- flexible spaces that can be used for a variety of purposes to suit different needs
- well designed facilities that have equitable use.

6.2. Benchmark Assessment of Community Centre Space

This Strategy utilises floor space as the method for determining benchmark assessment. There are no consistent accepted benchmarks for community centres in Australia. Due to this inconsistency, we have applied two benchmarking methodologies to the current and future provision of community space. It should also be noted that in each of these a 'weighting' of available Gross Floor Area (GFA) has been calculated at our current centres, as groups such as pre-schools exclusively use some centres for a certain amount of time.

Recent studies have established guidelines for community centre provision, based on research comparisons from other LGAs. Recent work undertaken for the Frenchs Forest Precinct found that approximately 80sqm per 1,000 people is considered a suitable benchmark. This benchmark has also been used by eight similar LGAs - Playford, Penrith, Blacktown, Hills Shire, Liverpool, Maitland, Ku-ring-gai, Camden - and included council facilities only.

Using this benchmark:

- The total GFA of community centre space (Council managed) available for multi-use in the Northern Beaches LGA is 15,604 sqm which equates to 59.6 square metres per 1,000 people (based on a 2016 population of 261,794).
- Based on existing and anticipated population growth, there are community centre shortfall/gaps for each local planning area (refer to Appendix D for full detail):
- existing shortfall/gap in community centre space that is Council managed is 5,340sqm.
- by 2036, the shortfall/ gap in community centre space that is Council managed will be 8,424sqm.

Another method of benchmarking that is often used is the identification of the number of facilities that are required by population size:

Category	Target provision	Guide for floorspace	Target Northern Beaches provision 2036	Current Northern Beaches provision
Integrated multi-purpose facility	Minimum 1 per approx. 20,000-30,000 residents	Minimum floorspace 2,000 sq metres, increasing with the size of catchment population	10	0
Local community facilities	3 to 4 per approx. 20,000 to 30,000 residents	250 – 500 sq metres per facility	30 - 40	33

Based on the benchmark tool used above, the main gap is in the provision of integrated multipurpose facilities with floor space of 2,000 or more square metres. Whilst this gap is large when using this tool, it must be recognised that the Northern Beaches has six facilities that are between 800 and 1200 sq metres in floor space that may address some of the gap in provision. These have been categorised as District facilities in the Network approach, section 7.2.

The two different benchmark methodologies have identified similar gaps in floor space provision across the Northern Beaches. Both identify a lack of large integrated multipurpose community facilities.

When developing strategies and action plans to address this gap, it is important to recognise that benchmarks are not a one size fits all tool. They are a guiding tool and should be only one aspect of the decision making process.

Other relevant considerations in determining community needs are:

- the Northern Beaches geographically large area, with uneven population distribution across catchments
- population density and geographical barriers such as major roads and large bushland areas
- the quality and utilisation of community centres, with the condition and fit for purpose of each facility a major determinant of demand and ability to meet future needs



“ (Community centres need to be) located near a central hub and easily accessible ”

“ In general when I go to community centres, facilities need updating, (and to be) more modern. ”

“ ... most people don't know how to book (a community centre) or don't realise they can book until they hear word of mouth or actually attend an event. ”

“ ... Community Centres need to be near public transport drop off and pick up points so people can access them easily. ”

“ (We need) a place which is available to all people and provide a range of functions, for the wider community ”

“ (We need) something that is there for anyone to use rather than a specific purpose. (It) needs to be welcoming to everyone, be accessible, have the right equipment and be able to cater to everyone's needs. ”

6.3. Local Planning Catchment Areas

There are five strategic centres identified in the Local Strategic Planning Statement, Towards 2040. Those are Brookvale, Dee Why, Manly, Mona Vale, and Frenchs Forest, which is also a health and education precinct.

For the purposes of data analysis, five broader Planning Catchment Areas have also been identified considering geographic boundaries and ABS population data.

These **five Local Planning Catchment Areas** (Broader Catchment) are:

- Brookvale-Dee Why
- Frenchs Forest
- Manly
- Mona Vale
- Terrey Hills

The Northern Beaches LGA also includes nine local centres: Avalon, Newport, Warriewood, Narrabeen, Belrose, Forestville, Manly Vale, Balgowlah and Freshwater, and 52 smaller neighbourhood centres, such as Seaforth, Narrabeena, Collaroy, Allambie Heights and Palm Beach. This hierarchy of local planning areas is reflected in the strategic direction for community centres.

Each of these planning catchment areas have been assessed against current and future socio-demographic trends, benchmarking, current service provision and future demand.

These catchment areas have been used to aid analysis of community centre supply and demand across particular geographic areas and population sizes.










Strategic centres

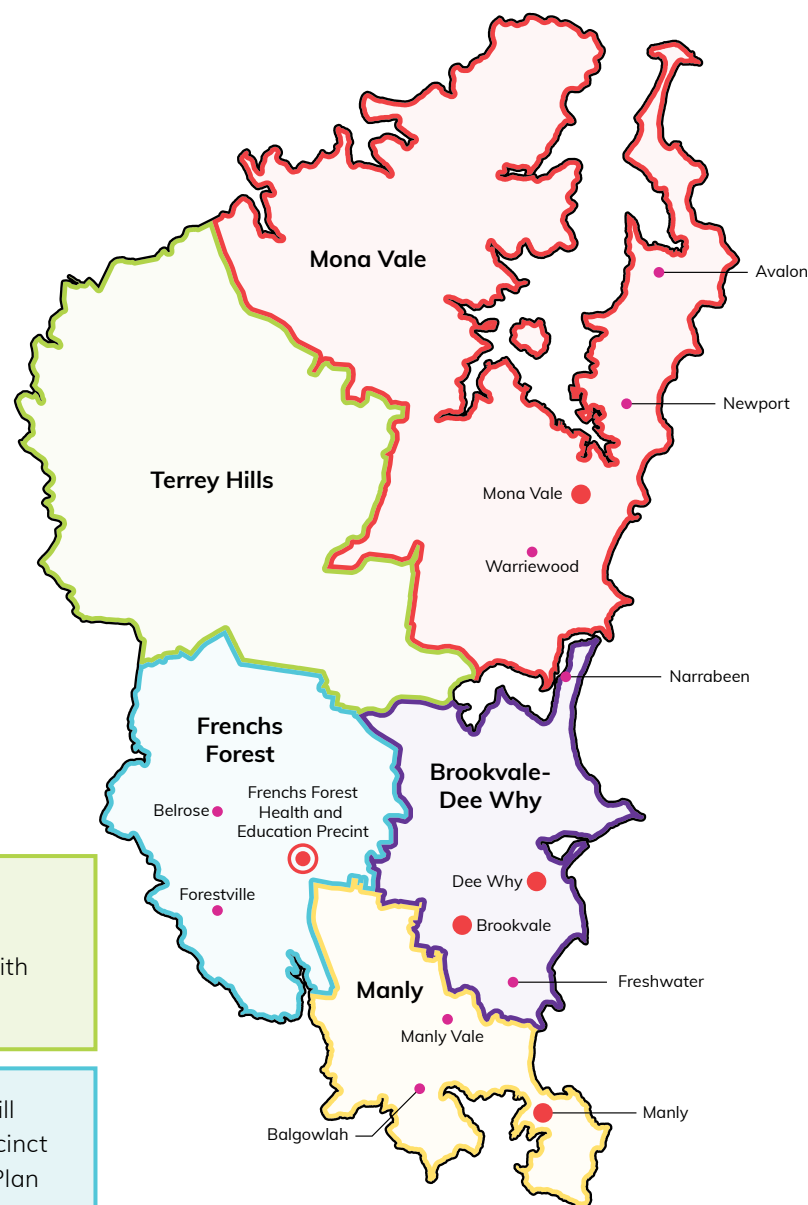
- Mona Vale
- Dee Why
- Frenchs Forest
- Brookvale
- Manly

Local Centres

- Avalon
- Newport
- Warriewood
- Narrabeen
- Belrose
- Forestville
- Manly Vale
- Balgowlah
- Freshwater

Figure 3. Northern Beaches local planning catchment areas (.id community/demographics 2020)

-  Health and Education Precinct
-  Strategic Centre
-  Local Centre
-  Northern Beaches Council Area Boundary
-  Mona Vale Planning Catchment Area
-  Terrey Hills Planning Catchment Area
-  Frenchs Forest Planning Catchment Area
-  Brookvale-Dee Why Catchment Planning Area
-  Manly Planning Catchment Area



Terrey Hills has an ageing population with low growth projections. It is isolated geographically from the rest of the LGA with limited transport options.

Frenchs Forest is centrally located and will transition into a health and education precinct as the Frenchs Forest Hospital Structure Plan is implemented over the next 20 years.

Mona Vale serves people living in the northern end of the peninsula, with lower population density. It is well connected via the B-Line, which provides access to the south, towards the City, but access to and from other areas in the north and west is limited. Mona Vale area has a high number of people with alternative working arrangements, a higher proportion of older people, and particularly high car use.

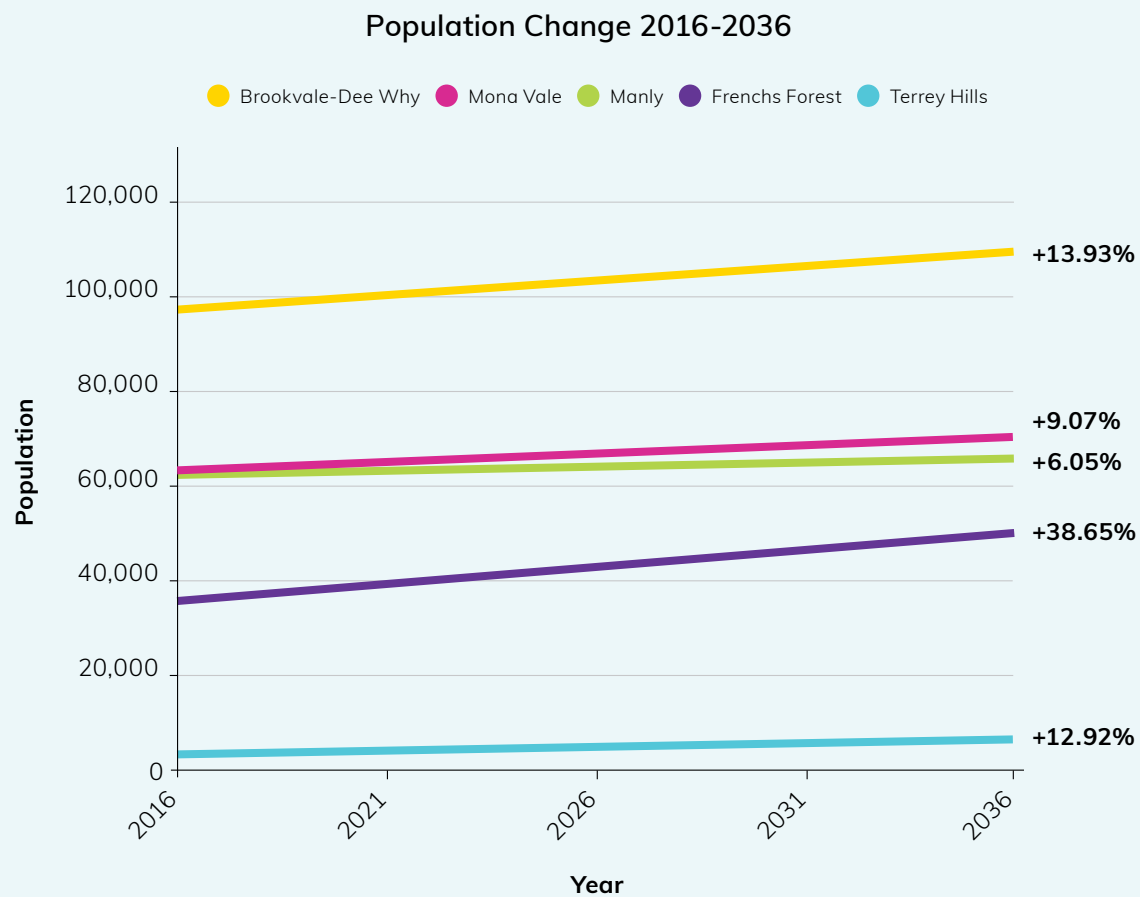
Brookvale-Dee Why is the largest local planning area by population size. It is the largest employment area in the Northern Beaches, with good access to other strategic centres in the LGA and to the city. Brookvale and Dee Why are both major stops and parking for the B Line. Dee Why will be the end point for the east/west rapid bus link.

Manly is the most compact centre within the Northern Beaches, with good connections to Sydney CBD via ferry. It is a mixed centre comprising cultural, tourism, retail, entertainment, residential and employment uses. It has higher density housing and is the least car dependent. It has a younger population base.

Figure 4. Population change in the Northern Beaches local planning catchment areas from 2016 to 2036 (.id community/demographics 2020).

The planning areas of Brookvale-Dee Why (13.93%) and Frenchs Forest (38.65%) are expected to be the focal point for the majority of population growth over the next 20 years (.idcommunity/demographics 2020).

The existing community centres provided by Council in these areas are presented in the next section.



6.4 Opportunities

Northern Beaches Council is at the forefront of community centre planning and provision. In terms of the delivery of community centres and spaces, Council has a number of opportunities:

- as a **planning authority** Council can encourage the provision of community centres through policy development, needs assessment and strategic planning (such as this Strategy). Council can further set direction as a regulator through its Planning Scheme and seek financial and in-kind contributions from other levels of government, private sector and other stakeholders towards community centre development
- as **place plans** are developed Council could consider how the required community centre floor space could be incorporated in town centres
- as a **land and building owner**, Council has the potential to develop or use their holdings for community centres as well as designate land for community purposes
- to be a leader in **environmental sustainability**, ensuring new and retrofitted community centres are inspiring with innovative low-carbon developments that achieve high-efficiency in energy, water and waste
- as an **advocate** to other levels of government for the delivery of facilities required by the community
- as a **facilitator/active partner** to coordinate integrated delivery of community centres and spaces within the Northern Beaches LGA. This includes facilitating access to other non-council managed facilities to **collaborate** with other stakeholders such as private sector and state government to plan and/or deliver community centres in partnerships
- to support **active travel** (walking and cycling) to, from and between community centres via the Bike Plan and Walking Plan.



6.5 Key Challenges

- **small and fragmented facilities** - The existing network comprises a large number of small and fragmented facilities. 33 out of the 39 are considered local centres with just one or two rooms/hall. These are used as 'halls for hire' with some dominated by one or two user groups. Some of these facilities are well utilised, although they reach capacity quickly and have limited availability for new or additional users. When considered collectively, building, operating and maintaining these smaller community facilities requires significant financial and human resources. As the community grows and becomes more diverse, it is no longer feasible to invest in single purpose community facilities that are unable to cater to a variety of community needs
- **lack of enough community floor space** - There are larger gaps in the availability of community centre space in the Brookvale-Dee Why and Manly Planning Areas
- **lack of regional and district/sub-regional level community centres** - The Northern Beaches Council community centre network lacks 'higher order' community centres to service a Northern Beaches-wide or major district catchment. There is no regional centre and only six out of the 39 are district centre size (refer

Appendix B for a list of local and district centres). This places additional pressure on lower order community centres to fulfill some of this function (e.g. large space for big events/gatherings). Consultation also identified this gap

- **limited co-location and integration** - There is a lack of multipurpose community centres that operate as true 'community hubs', a place where a variety of activities can occur and where a wide range of community needs can be met in both formal and informal ways. Council has traditionally favoured a 'hall for hire' approach to providing community spaces, where co-location and/or integration is difficult to achieve. This presents missed opportunities for social interaction and relationship building, service integration, collaboration, and land use and building efficiencies
- **poor location** - Some of Council's community centres are poorly located (e.g. residential areas, isolated areas with limited public transport access), which has negatively affected the overall viability of the centre in terms of utilisation and activation

- **lack of community awareness about community centres and services available** - Many of the community centres and programs on the Northern Beaches are unknown by the broader community. There is a lack of community awareness about community centres/programs on offer
- **ageing assets** - Council has an ageing stock of community centres that require modernisation to meet contemporary needs and expectations. Common issues identified through the community consultation included: lack of modern technology, lack of disability access, poor signage and uninviting, dated facilities.

Quotes taken from the project's consultation process

“ Some of the centres are ageing - toilets, kitchen facilities need upgrading. ”

“ Often the heating or air con wasn't working, or the ceiling vent made a racket, which was an issue with a meditation group. ”

“ Manly library or surf clubs could become a hub of activity rather than mostly vacant underutilised spaces in really prime locations. ”

“ The meeting room is not a very enlightening space. ”

“ They need to be affordable... to provide a variety of spaces - not just large halls but smaller areas ...with a nice outlook and outdoor area. ”

“ ... access to information of what is available at each place. E.g. an e-community hub or something - it is hard to know what is on offer unless you walk past and see a sign up for yoga or something. ”

7. Our Strategic Framework

This section presents our strategic framework for the planning, provision and management of community centres. It outlines the guiding principles for improvements to the centres and a best practise model of service delivery for a successful integrated network of community centres in convenient locations on the Northern Beaches.



7.1. Guiding Principles

Northern Beaches Council provides community centres that are:

1. Multi-purpose, flexible in form, function and management, the centres are available for a range of social, recreation, community and cultural services, activities and programs
2. Designed and planned through active engagement and transparent collaboration with the community. Changing demographics and social trends in relation to current needs and future demands for new facilities and upgrades will be considered
3. Centrally located within strategic centres in visually prominent and accessible locations that are close to public transport, enhancing community identity and improving community cohesion and connection. Accessible locations to encourage the use of active and public transport
4. Co-located and integrated with other community uses and facilities. Ensure alignment with the principles of the District Plan, Community Strategic Plan, and the Local Strategic Planning Statement, Towards 2040
5. Designed to be welcoming and safe environments that reflect local character and are sustainable. New and upgraded community centres are low-carbon developments with high-efficiency in energy, water and waste
6. Innovative and inspiring places that support community wellbeing with the provision of high quality spaces for the community to connect, create, learn and socialise
7. Accessible and inclusive places that have universal access and cater for multiple users and people of all ages, cultures and abilities
8. Managed and planned through collaboration and shared use arrangements between Council, government agencies, community groups and other stakeholders
9. Supported by good governance and centre management practices that are financially sustainable and at quality and cost standards that are acceptable to the community
10. Marketed to improve community awareness and access to information about community centres – locations, availability and programs

“ Location is important and also the people that run it have to be good at what they do. ”

“ (What makes a great community centre is) being accessible for all ages and abilities with a wide variety of activities and information on the area. ”

“ (We need) something central and accessible to the greater community, meaning it is of low cost, well maintained and available when you need it. ”

7.2. A Network Approach

A network approach considers community centres as part of a holistic network of centres that work together to meet a range of community needs across a LGA. Benefits of a network approach include:

- integrated, strategic approach that allows flexibility to adapt to changing needs over time
- allows facilities to provide a different range of offerings, with the option for each facility to include unique, specialist services or amenities
- duplication of services, programs, spaces and amenities can be avoided, therefore, representing a more economically sustainable approach

Adopting a network approach means that when Council is considering a new centre, or substantial changes to an existing centre, it will consider how the facility can be designed, located and managed to contribute to the full complement of community centres across the Northern Beaches to meet the demand for local, district and regional centres.

A network approach relies on community centres to be classified within a hierarchy, recognising that each centre offers a different scale, servicing varying sized catchments in terms of the area and number of people serviced.

For the hierarchy of community centres in Northern Beaches refer to Table 1. Each facility has been identified in this hierarchy in Appendix B, page 60.

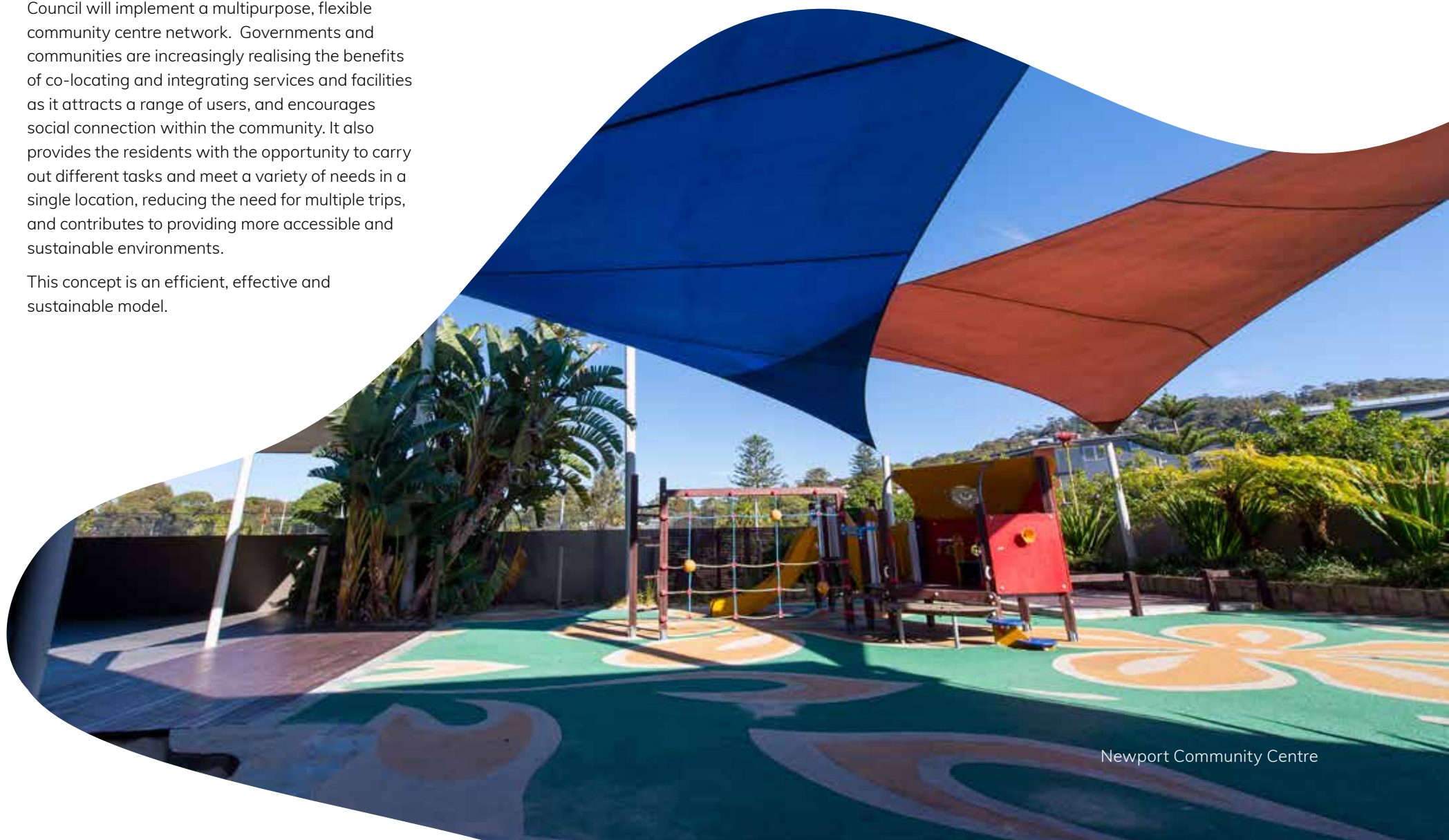
Table 1. Hierarchy of Community Centres

Hierarchy	Definition	Population Catchment (Minimum)	Typical GFA	Location Requirements
Regional	Large order infrastructure that services the whole LGA. They are often destination generators due to high quality amenity, which act as an attractor.	100,000	2,000sqm	<ul style="list-style-type: none"> • Located within Strategic Centres • Co-located with other facilities & services • Close proximity to public transport and other modes of transport • Accessible via active transport infrastructure (walking and cycling)
District	Services two or more planning areas and are multipurpose in nature offering a range of programs, services and activities to the broader community. These spaces may provide a central and accessible community meeting and activity space, catering for larger scale events and activities that cannot be accommodated in more localised centres.	20,000	1,000sqm	<ul style="list-style-type: none"> • Located in close proximity to strategic or local centre • Co-located with other facilities & services • Close proximity to public transport and other modes of transport
Local/ Neighbourhood	Services the immediate local community and provides meeting and gathering spaces for community groups on a casual basis e.g. dance class, birthday parties. Spaces are generally smaller in nature and standalone (such as a community hall).	1,000	150sqm	<ul style="list-style-type: none"> • Located in close proximity to local and strategic centres • Close proximity to public transport and other modes of transport

7.3. Delivery Model

Council will implement a multipurpose, flexible community centre network. Governments and communities are increasingly realising the benefits of co-locating and integrating services and facilities as it attracts a range of users, and encourages social connection within the community. It also provides the residents with the opportunity to carry out different tasks and meet a variety of needs in a single location, reducing the need for multiple trips, and contributes to providing more accessible and sustainable environments.

This concept is an efficient, effective and sustainable model.



Newport Community Centre

8. Our Strategic Directions

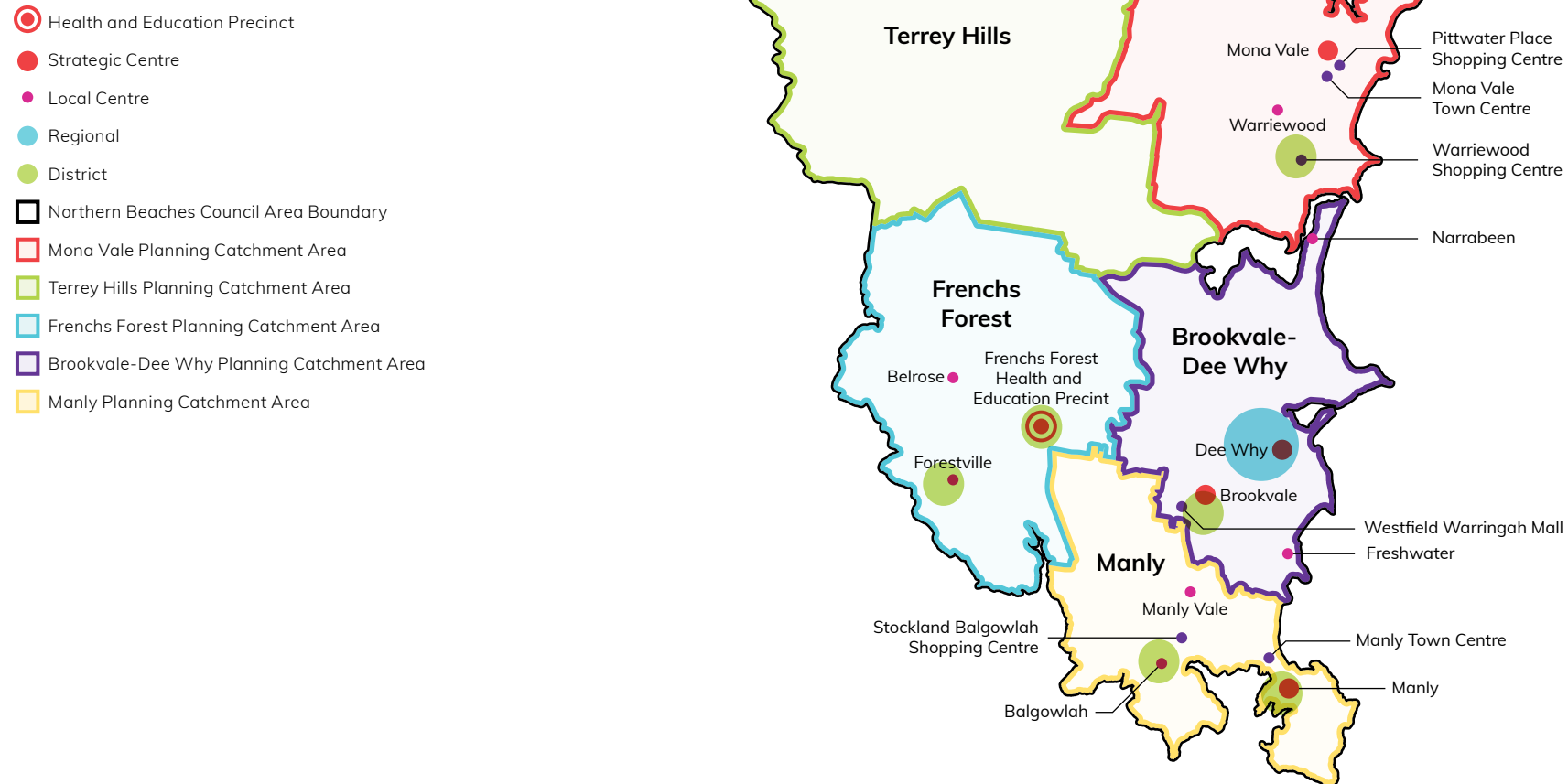
In response to the identified gaps and challenges, informed by guiding principles and best practise models of delivery, the following strategies are proposed for a strong community centre service for the Northern Beaches:

Strategy 1	Improve utilisation rates of existing centres
Strategy 2	Maximise fair and equitable access to existing centres
Strategy 3	Implement 'community hubs', with the co-location and integration of existing and future community centres in areas that are accessible via active and public transport, in support of the 30 minute city concept
Strategy 4	Investigate the potential for a Regional Community Centre within the Local Government Area
Strategy 5	Increase the number of District community centres through a detailed asset management plan
Strategy 6	Develop a community centre marketing strategy to promote the centres as welcoming and inclusive spaces for the whole community
Strategy 7	Create inviting, accessible and welcoming community centres
Strategy 8	Investigate management models for non-Council managed and/or owned facilities to maximise floor space available to the community
Strategy 9	Develop a funding plan to enable the implementation of this strategy, including divestment, renewal, grant programs and the capital works budget
Strategy 10	Investigate the Aboriginal history of the sites of current and future community centres, and ensure the history is recognised

Strategies 4 and 5 are shown on the map adjacent.

*Implementation of these are in the Strategic Directions in each Planning Area. Additionally the Action Plan has operational projects identified for each Council managed community centre.

Figure 5. Proposed new regional (in blue) and new or upgraded district (in green) community centres in the local planning catchment areas. The locations of proposed facilities are indicative only and are subject to further investigation.



8.1. Brookvale-Dee Why Planning Catchment Area

The Brookvale-Dee Why Planning Catchment Area spans from Queenscliff to North Narrabeen and includes the suburbs of Freshwater, North Manly, Brookvale, Dee Why, Cromer, Narrabeena, Beacon Hill, Collaroy, Collaroy Plateau, Curl Curl and Narrabeen.

Key socio-demographic trends:

- **large population concentration with modest growth expected into the future:** Brookvale-Dee Why is the largest planning area by population size and this will continue into the future. In 2016 the population was 96,666, and it is expected to reach 110,131 by 2036. This is a percentage increase of 13.93%, or 13,645 more people expected over that period. (id/ population 2020)
- **small proportion of Older Adults:** With only 15% of the population aged 65 years and over (in 2016).
- **The suburb of Brookvale is the largest employment area** in the LGA and has been identified as a future innovation district by the Local Strategic Planning Statement Towards 2040.
- **Brookvale-Dee Why Catchment has a young population,** with 16,005 people or 17% of the population aged 5 to 20 years (Source: SGS Economics and Planning, 2019).
- **Brookvale-Dee Why is multi-cultural,** with 53% of residents have either one or both parents born overseas (Source: ABS Census 2016, TableBuilder).
- **the largest number of Group and Lone Person Households on the Northern Beaches:** Group and Lone Person Households account for 7% of households on the Northern Beaches and 25% of all households in the Brookvale-Dee Why Catchment (in 2016).
- **good accessibility:** Brookvale-Dee Why is the only local planning catchment area that connects to all strategic centres (Manly, Mona Vale and Frenchs Forest) within 30 minutes, providing an ideal opportunity for the location of regional services in this area. It also has good connectivity to local centres within the Northern Beaches and to the city.

Table 2. Council Managed Facilities in Brookvale-Dee Why Planning Catchment Area

Hierarchy/Size	Capacity (People)	Multi-use area (sqm) weighted against GFA
Regional		
Nil	0	0
District		
Beacon Hill War Memorial Hall	250	914
Cromer Community Centre	600	939
Curl Curl Youth & Community Centre	250	652
Total District		2,505
Local		
Brookvale Community Centre	90	186
Collaroy Plateau Youth & Community Centre	200	306
Collaroy Swim Club Community Centre	50	126
Curl Curl Sports Centre	125	266
Griffith Park Sports Facility	25	71
Harbord Literary Institute	100	149
Narraweena Community Centre	180	533
Tramshed Arts & Community Centre	365	671
North Curl Curl Community Centre	150	342
PCYC*	700	360
Total Local		3,010
Grand Total		5,515

*Council owns the PCYC at Dee Why, which is leased and managed by the PCYC. The Centre includes a community room (360sqm) that can be divided up into 3 rooms, included in this analysis.

*Refer to Appendix B for full GFA vs available GFA (weighted)

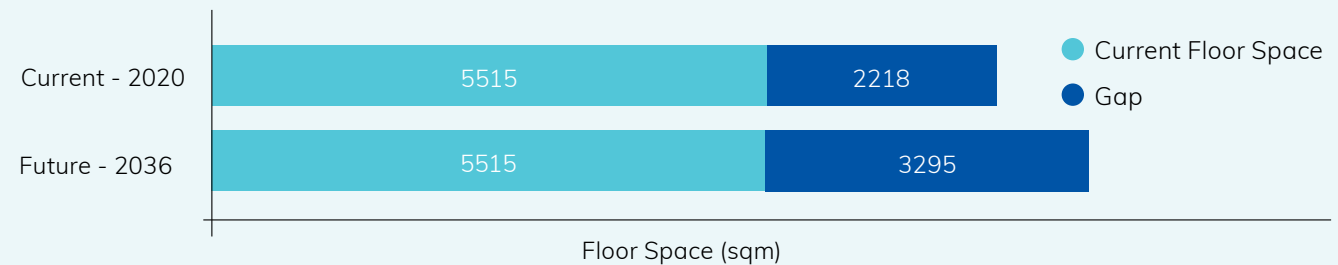


8.1. Brookvale-Dee Why Planning Catchment Area (continued)

Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.

Gaps In Council Managed Community Centre Floor Space Provision



Findings

- The Brookvale-Dee Why Planning Catchment Area is well-provisioned with the number of community centres, yet lacking in floor space.
- There is a current and future gap, requiring a regional facility due to the high housing density and population
- The quality of centres is mixed, with the smaller centres requiring upgrades
- Many district and local centres are not in the right location or with limited suitable space available. One such centre is Brookvale Community Centre, which is small, disjointed and not co-located.
- Centres in ideal locations, such as the Tramshed Arts & Community Centre at Narrabeen, are very well utilised with limited space for growth.
- Despite a large floor print, the PCYC does not meet a number of needs for general community centre hire due to its focus on youth, and sporting activities.
- Community groups needs such as seniors, community support groups and cultural groups require space in the centre of Dee Why and Brookvale with accessible transport and flat walking distances from the heavily populated areas.
- As a major industrial area, Brookvale is currently lacking in community centre floor space in the right locations for the population, and increasingly under supplied with the forecast population and proposed developments in Brookvale and Dee Why.

Strategic Directions

- Investigate options (feasibility and business case) to provide for more community space in Dee Why to meet current and future gaps (approximately 3,295sqm).
- Investigation to be particularly focused on the potential plan for the provision of a Regional Level community facility in Dee Why CBD, given the shortfall of community space in the local planning area. It has high population density and good connectivity to other local planning areas through public transport infrastructure.
- Explore opportunities to lease space within Dee Why CBD to meet community needs as an interim option. Enhance connections between existing social infrastructure facilities in Dee Why to deliver an integrated community hub/regional facility.
- Investigate options for a district facility in Brookvale, to replace the existing Brookvale Community Centre and to meet the anticipated future needs growth of Brookvale. A new town centre activity-point outside Warringah Mall could include civic and cultural functions and a multi-use community facility, incorporating co-working or economic development spaces.
- Explore opportunities for shared arrangements with local school halls.

8.2. Frenchs Forest Planning Catchment Area

The Frenchs Forest Planning Catchment Area covers the most western part of the LGA, including Oxford Falls, Forestville, Killarney Heights, Frenchs Forest, Belrose and Davidson

Key socio-demographic trends:

- **Frenchs Forest Catchment will see high population growth in the near future:** In 2016, Frenchs Forest had a population of 39,677 people, which was an increase of 38.65% from 2011. By 2036, Frenchs Forest will have 55,012 people, increase due to the Frenchs Forest Health Precinct developments.
- **an ageing population:** With 19% of the population aged 65 years and over (in 2016), which is expected to grow in the future
- **a family orientated area, with the highest proportion of couples with children on the Northern Beaches:** accounting for 49% of all households in the planning area (in 2016)
- **smaller population densities compared to Brookvale-Dee Why and Manly local planning catchment areas:** With separate houses accounting for 87% of dwellings in 2016. This is expected to change with the development of the Frenchs Forest Health Precinct
- **good future accessibility;** with plans for the East West Rapid Transport link from Dee Why to Chatswood providing good access to Frenchs Forest and Forestville, and the proposed Beaches Link Tunnel.

Table 3. Council Managed Facilities in Frenchs Forest Planning Catchment Area

Hierarchy/Type	Capacity (people)	Multiuse Area (sqm) weighted' against GFA*
Regional		
Nil	0	0
District		
Forestville Memorial Hall	430	780
Local		
Belrose Community Centre	100	117
Forest Community Arts Centre	165	609
Forestville Senior's Centre	235	430
Forestville Community Hall	200	369
Lionel Watts Sports & Community Centre	100	130
Oxford Falls Peace Park	50	54
YOYO's - Forest Youth Centre	150	217
Grand Total		2,706

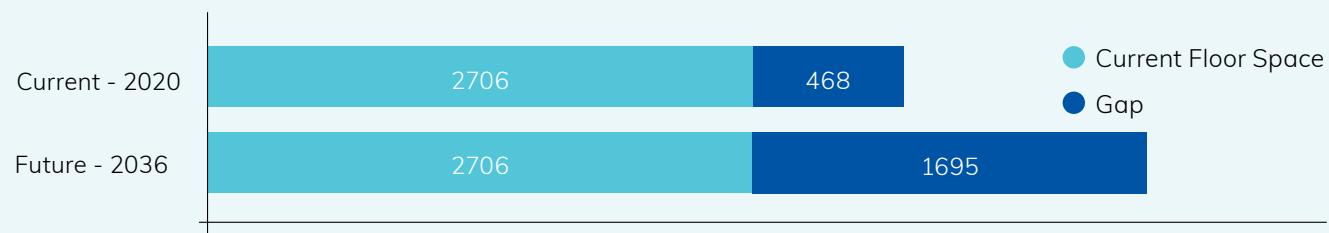
*Refer to Appendix B for full GFA vs available GFA (weighted)

8.2. Frenchs Forest Planning Catchment Area (continued)

Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.

Gaps In Council Managed Community Centre Floor Space Provision



Findings

- The Frenchs Forest Planning Catchment Area currently is well provisioned with the number of community centres, yet lacking in floor space and adequate condition of the centres
- The current provision of centres is clustered in Forestville and Belrose, with limited space available in the largest populated suburb of Frenchs Forest
- There is a current and future gap in provision, requiring at least district size facilities due to the anticipated increase in housing, density and population in Frenchs Forest
- There are opportunities to integrate community centres in Forestville with other amenities, near transport and other community facilities, such as retail outlets and clubs to provide 'community hubs'.

Strategic Direction

- Identify opportunities to provide district community space at the Frenchs Forest Health Precinct to meet existing and future gaps in community space for this Planning Catchment Area.
- Look at partnership opportunities with other service providers who will be located in the Health Precinct to provide an integrated hub.
- Investigate the site of the Forestville Community Hall as a co-located community hub, considering the future use of the adjacent Guide and Scout Halls on this site.
- Work with Planning/State Government partners to plan for an integrated facility as part of the Frenchs Forest Town Centre masterplan.

8.3. Manly Planning Catchment Area

Key socio-demographic trends:

- **Manly will see modest population growth over the coming years:** In 2016, the population of Manly was 58,361 people and by 2036 it will grow to around 61,892 people, an increase of 6.05% or about 3,531 people.
- **smallest proportion of Older Adults on the Northern Beaches:** With only 14% of the population aged 65 years and over (in 2016)
- **large number of Group Households:** Along with Brookvale-Dee Why, it has the largest concentration of Group Households on the Northern Beaches, accounting for 7% (or 1,458) of all dwellings in Manly (in 2016).

Table 4. Council Managed Facilities in Manly Planning Catchment Area

Hierarchy/Size	Capacity (People)	Multiuse Area (sqm) weighted' against GFA *
Regional		
Nil	0	0
District		
Nil	0	0
Local		
Allambie Heights Public Hall	50	146
Manly Library Ground Floor Meeting Room	40	63
Manly Seniors Centre	230	142
Manly Vale Community Centre	200	372
Manly Youth and Community Centre	225	458
North Balgowlah Community Centre	120	416
Seaforth Community & Sporting Pavilion	80	234
Seaforth Community Centre	200	456
Seaforth Village Community Centre	90	333
Grand Total		2,620

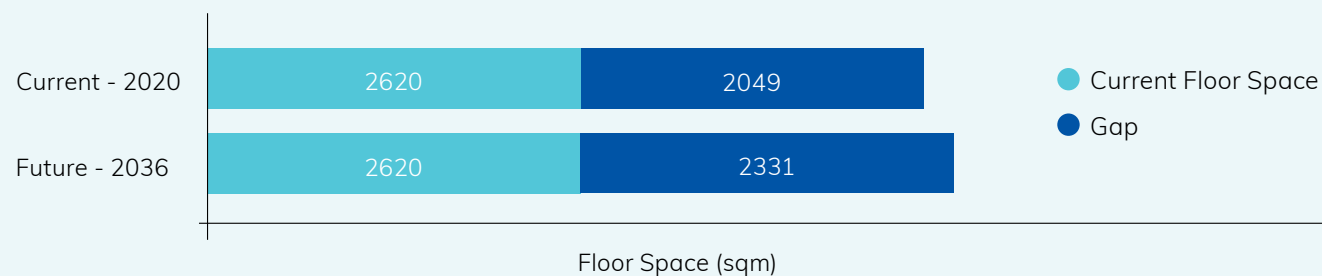
* Refer to Appendix B for full GFA vs available GFA (weighted)

8.3. Manly Planning Catchment Area (continued)

Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.

Gaps In Council Managed Community Centre Floor Space Provision



Findings

- The Manly Planning Catchment Area is lacking in the number of community centres and lacking in floor space, especially in the Manly CBD
- A number of the centres are small and inadequate to meet community demand for multipurpose community space
- There is a current and future gap, requiring district size facilities due to the high housing density and population, particularly in Manly and Balgowlah
- There are opportunities to further integrate with existing community facilities and other Council facilities in Manly
- There is a lack of community centre space in the highly dense shopping precinct of Balgowlah. This location has good access to transport, and close to other services and amenities. Currently there is no Council managed community space in Balgowlah available to hire
- Manly Town Hall Meeting Rooms are now available for some hire after hours as a short term solution to the need for community space to hire in central Manly. A long term plan for this site will be a future project and have extensive community consultation. Currently this site is a Council administrative and Customer Service Centre
- the western part of the Manly Planning Area, west of the Burnt Bridge Creek deviation, has sufficient floor space from a benchmark perspective, but is split into a number of facilities that don't meet community needs.

Strategic Direction

- Investigate options (feasibility and business case) to provide for more community space in the planning area of Manly to meet current and future gaps through place planning. This includes the short term use of Manly Town Hall until other options become available, and the future of the facility is determined.
- Investigate opportunities for a new district sized facility in Manly CBD.
- Investigate ways to facilitate shared use of non-Council and private community space to assist in meeting floor space gaps.
- Investigate Council owned properties in the Balgowlah town centre as options for community space.
- Investigate the combination of the North Balgowlah and Seaforth Community Centres, providing one large, accessible multipurpose community centre.

8.4. Mona Vale Planning Catchment Area

The Mona Vale Planning Catchment Area consists of the suburbs of Warriewood, Elanora Heights, Mona Vale, Cottage Point, Bayview, Newport, Bilgola Plateau, Avalon, Palm Beach and Scotland Island.

Key socio-demographic trends :

- **Mona Vale will see moderate population growth in the near future:** In 2016, Mona Vale had an estimated population of 63,320, an increase of 2,849 people from 2011, or 4.71% over the five year period. The population of Mona Vale is projected to increase to 69,061 people by 2036, representing a 9.07% growth over the total period or an additional 5741 people. This includes the anticipated increase through the Ingleside Precinct Plan.
- **the highest proportion of older adults (aged 65 and over) live in Mona Vale:** Mona Vale has the highest proportion of older adults of all planning areas, with this age group contributing to 20% of its population in 2016
- **a family-oriented community:** With a large proportion of couples with children accounting for 40% (or 8,052) of households (in 2016).

Table 5. Council Managed Facilities in Mona Vale Planning Catchment Area

Hierarchy/Size	Capacity (People)	Multi-use area (sqm) weighted' against GFA*
Regional		
Nil	0	0
District		
Avalon Recreation Centre & Annexe	800	1,447
Nelson Heather Centre	190	926
Total District		2,373
Local		
Bilarong Community Hall	75	125
Elanora Heights Community Centre	110	127
Mona Vale Memorial Hall	275	534
Newport Community Centre	240	449
North Narrabeen Community & Tennis Centre	185	299
Ted Blackwood Youth & Community Centre	280	495
Total Local		2,029
Grand Total		4,402

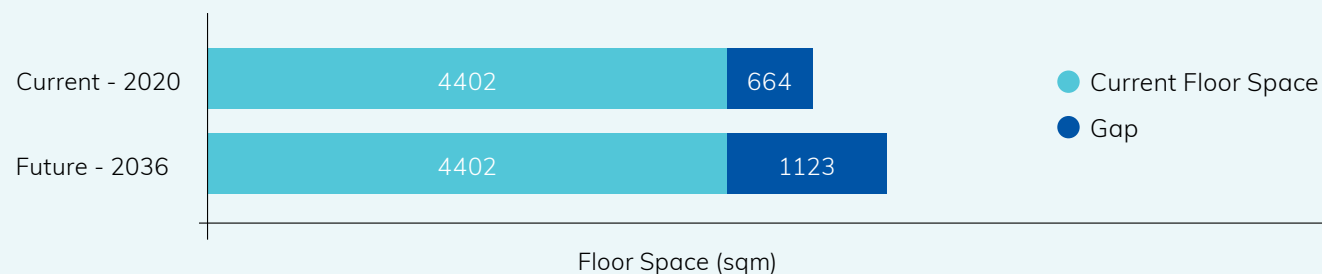
* Refer to Appendix B for full GFA vs available GFA (weighted)

8.4. Mona Vale Planning Catchment Area (continued)

Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.

Gaps In Council Managed Community Centre Floor Space Provision



Findings

- The Mona Vale Planning Catchment Area is well provisioned with the number of community centres.
- Research has identified that due to the geographical distance for residents to access facilities in other planning catchment areas, and current usage patterns, more floor space in the Mona Vale CBD is needed.
- The centres are generally in good condition, with the exception of Warriewood, with relatively new facilities in Newport and Avalon meeting community demand for high quality multipurpose space.
- Avalon Recreation Centre is an example of an integrated community facility. It includes a community centre, community library, youth services, Early Childhood Health Centre and is well located for public transport, parking and adjacent to the shopping precinct and open space.
- There are opportunities to further integrate the existing community centre with other cultural facilities in Mona Vale.
- The Ingleside Precinct Plan anticipates the increase in population of up to 3000 by 2036.

Strategic Direction

- The current Nelson Heather site is nominated for a future Warriewood Community Centre, with planning commenced for a 2000sqm facility.
- The new Warriewood Community Centre will address the demand for community floor space generated by the Warriewood Valley Release Area and mainly fill the future gap of community centre floor space, as identified in the benchmark analysis. Design commenced in 2020. It will be environmentally sustainable and be able to be used in emergency situations.
- Explore opportunities to develop an integrated community and cultural hub in Mona Vale. This includes the Mona Vale Memorial Hall, the Library, proposed creative space and open space on the site.
- Investigate the provision of a local centre in Ingleside as the population grows.



Bilarong Community Hall



Terrey Hills Community Centre

8.5. Terrey Hills Planning Catchment Area

The Terrey Hills Planning Catchment Area encompasses a large amount of National Park, is the most rural planning area and covers the suburbs of Ingleside and Terrey Hills.

- **Terrey Hills is expected to see population growth over the next 20 years:** In 2016 Terrey Hills had a population of 3,770 people. Population growth is expected to continue for Terrey Hills by 2036, and rising to 4,257, and increase of 487 people, or by 12.92%. (.idcommunity/demographics 2020)
- **a family-oriented area:** With around half of the households made of couples with children (in 2016)
- **a large proportion of older adults, which is expected to grow:** With 19% of the population aged 65 years or over in 2016.

Table 6. Council Managed Facilities in Terrey Hills

Hierarchy/Size	Capacity (People)	Multi-use area (sqm) weighted' against GFA
Regional		
Nil	0	0
District		
Nil	0	0
Local		
Terrey Hills Community Centre	150	361
Grand Total		361

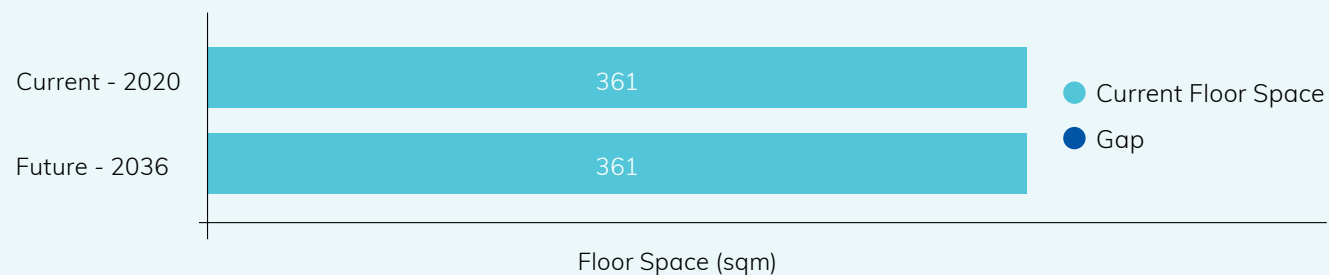
*Refer to Appendix B for full GFA vs available GFA (weighted)

8.5. Terrey Hills Planning Catchment Area (continued)

Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.

Gaps In Council Managed Community Centre Floor Space Provision



Findings

Terrey Hills is the only local planning area with a current and future over supply of around 150sqm of Council managed community centres.

Strategic Direction

- Maintain and upgrade centre as part of the Community Centres Network.

9. Implementation Strategies, Measures and Action Plan

The Community Centres Strategy will be implemented through:

- Asset Management Plans
- a funding plan to implement the strategy, including the possible divestment of some centres considering location, utilisation and condition
- long term Capital Works Program and financial management plans
- Local Strategic Planning Statement, Local Environment Plan and Development Control Plans
- Place Planning of Strategic Centres
- Voluntary Planning Agreements
- leasing/licensing arrangements of other Council owned facilities.
- Capital Grants Programs NSW Government, Sport and Recreation Facility Grants Programs
- innovative management models and partnerships for non-Council managed and/or owned facilities to maximise community centre floor space available to the community.

The Community Centres Strategy will be measured through:

- + Increase in floor space in accordance with the Strategy
- + Increase in the number of community centres that are fully accessible
- + Increase resident satisfaction with:
 - facilities and services for youth
 - facilities and services for older people
 - arts and cultural facilities
- + Increase in community pride and connectedness

The strategic framework and responses (7 & 8), along with key actions, will inform Council's decision making over the next 10-20 years.

Informed by best practice and evidence-based research, these strategic directions influence our current and future state. The integrated framework will deliver a more sustainable, modern and flexible community centre service that welcomes and supports community activities now and into the future, contributing to community connections, cohesion and wellbeing.

The Strategy will be reviewed every five years, in line with changes in demographics and community needs. Actions in line with the strategic directions will be included in Council's Delivery Program and annual operational plans and reported through the Annual Report and end of term Reporting.

Oxford Falls Peace Park





10. Appendices

10.1. Appendix A

Table 7. Population Change, 2016 – 2036₄

Population	2016	2021	2026	2031	2036	Change no. 2016-2036	Change % 2016-2036
Mona Vale	63,320	63,806	65,397	67,043	69,061	5,741	9.07
Terrey Hills	3,770	3,869	4,037	4,154	4,257	487	12.92
Frenchs Forest	39,677	39,809	45,223	51,530	55,012	15,335	38.65
Brookvale-Dee Why	96,666	100,191	103,360	106,681	110,131	13,465	13.93
Manly	58,361	59,209	59,842	60,781	61,892	3,531	6.05
TOTAL NB	261,794	266,884	277,860	290,189	300,353	38,559	14.73

Source: id population/demographics 2020

Revised figures tabled above factor in:

1. Inclusion of Ingleside Planned Precinct (revised figures 2020)
2. Inclusion of Frenchs Forest Planned Precinct

₄ Demographic data is based on the ABS ERP for 2011-2016 data, and TPA ERP (POPD + PNPD) for 2021-2036.

10.2. Appendix B

Table below shows the Gross Floor Area (GFA) of Council managed community centres. In order to represent a realistic GFA provision of Council managed community centres a weighted factor has been

applied if the facility is considered to not be available to the entire community due to exclusivity or time constraints

Table 8. List of Existing Council Managed Centres

ID	Community Centre	Planning Area	Hierarchy	Main area capacity	GFA (sqm)	% available for multi-use	GFA available for multiuse
CC3	Beacon Hill War Memorial Hall	Brookvale-Dee Why	District	250	914	100%	914
CC5	Brookvale Community Centre	Brookvale-Dee Why	Local	40	248	75%	186
CC6	Collaroy Plateau Youth & Community Centre	Brookvale-Dee Why	Local	200	510	60%	306
CC7	Collaroy Swim Club Community Centre	Brookvale-Dee Why	Local	50	126	100%	126
CC8	Cromer Community Centre	Brookvale-Dee Why	District	600	1,252	75%	939
CC9	Curl Curl Sports Centre	Brookvale-Dee Why	Local	125	295	90%	266
CC10	Curl Curl Youth & Community Centre	Brookvale-Dee Why	District	250	815	80%	652
CC15	Griffith Park Sports Facility	Brookvale-Dee Why	Local	25	101	70%	71
CC16	Harbord Literary Institute	Brookvale-Dee Why	Local	100	298	50%	149
CC23	Narraweena Community Centre	Brookvale-Dee Why	Local	180	533	100%	533
CC27	North Curl Curl Community Centre	Brookvale-Dee Why	Local	150	342	100%	342
CC35	Tramshed Arts & Community Centre	Brookvale-Dee Why	Local	365	706	95%	671
CC4	Belrose Community Centre	Frenchs Forest	Local	100	234	50%	117
CC12a	Forest Community Arts Centre	Frenchs Forest	Local	165	609	100%	609
CC12b	Forestville Senior's Centre	Frenchs Forest	Local	235	453	95%	430
CC13	Forestville Memorial Hall	Frenchs Forest	District	430	821	95%	780

ID	Community Centre	Planning Area	Hierarchy	Main area capacity	GFA (sqm)	% available for multi-use	GFA available for multiuse
CC14	Forestville Community Hall	Frenchs Forest	Local	200	461	80%	369
CC17	Lionel Watts Sports & Community Centre	Frenchs Forest	Local	100	163	80%	130
CC29	Oxford Falls Peace Park	Frenchs Forest	Local	50	54	100%	54
CC36	YOYO's - Forest Youth Centre	Frenchs Forest	Local	150	217	100%	217
CC1	Allambie Heights Public Hall	Manly	Local	50	146	100%	146
CC18	Manly Library Meeting Room	Manly	Local	40	125	50%	63
CC19	Manly Seniors Centre	Manly	Local	230	472	30%	142
CC20	Manly Vale Community Centre	Manly	Local	200	531	70%	372
CC21	Manly Youth and Community Centre	Manly	Local	225	458	100%	458
CC26	North Balgowlah Community Centre	Manly	Local	120	416	100%	416
CC30	Seaforth Community & Sporting Pavilion	Manly	Local	80	293	80%	234
CC31	Seaforth Community Centre	Manly	Local	200	651	70%	456
CC32	Seaforth Village Community Centre	Manly	Local	90	444	75%	333
CC2	Avalon Recreation Centre	Mona Vale	District	760	1242	100%	1242
CC39	Avalon Annexe	Mona Vale	Local	100	205	100%	205
CC38	Bilarong Community Hall	Mona Vale	Local	75	166	75%	125
CC11	Elanora Heights Community Centre	Mona Vale	Local	110	254	50%	127
CC22	Mona Vale Memorial Hall	Mona Vale	Local	275	534	100%	534
CC24	Nelson Heather Centre	Mona Vale	District	190	926	100%	926
CC25	Newport Community Centre	Mona Vale	Local	240	561	80%	449
CC28	North Narrabeen Community & Tennis Centre	Mona Vale	Local	185	599	50%	299
CC33	Ted Blackwood Youth & Community Centre	Mona Vale	Local	280	495	100%	495
CC34	Terrey Hills Community Centre	Terrey Hills	Local	150	380	95%	361
Total					18,050*		15,244**

*When including PCYC, the total GFA is 18,410 **When including PCYC, the total GFA available for multipurpose is 15,604

10.3. Appendix C

Table 9. List of other buildings owned by Council, managed through leases/licenses and currently not in the community centre network. This list is not conclusive. There are numerous other Council buildings leased/used by various sporting clubs across the LGA, including golf, bowling, tennis and other sporting clubhouses. They have some capacity for community use and will include these buildings in a 'Indoor Sporting Recreation Strategy' to commence in 2021.

Community Building	Address	Planning Area
● Cromer/Dee Why Scout Hall	17 Arthur St, Dee Why	Brookvale-Dee Why
● 1st Collaroy Plateau Scout Hall	37 Goodwin St, Narrabeen	Brookvale-Dee Why
● 1st/2nd Harbord Scout Hall	43 Stirgess Ave, Curl Curl	Brookvale-Dee Why
● North Narrabeen Swim Club	Narrabeen Park Parade, North Narrabeen	Brookvale-Dee Why
● Freshwater Surf Club	Kooloora Avenue, Freshwater	Brookvale-Dee Why
● South Curl Curl Surf Club	Carrington Parade, Curl Curl	Brookvale-Dee Why
● North Curl Curl Surf Club	Griffin Rd, North Curl Curl	Brookvale-Dee Why
● Dee Why Surf Club	The Strand, Dee Why Beach	Brookvale-Dee Why
● Long Reef Surf Club	Off Pittwater Rd, Long Reef Beach. Collaroy, 2097	Brookvale-Dee Why
● Brookvale Oval – Presidents Lounge & Heritage Lounge	Pittwater Rd, Brookvale	Brookvale-Dee Why
● Collaroy Surf Club	Pittwater Rd, Collaroy	Brookvale-Dee Why
● South Narrabeen Surf Club	1200 Pittwater Rd, Narrabeen	Brookvale-Dee Why
● Narrabeen Surf Club	"Lions Park" ~ Cnr Albert Street & Ocean Street	Brookvale-Dee Why
● North Narrabeen Surf Club	2 Malcolm St, Narrabeen	Brookvale-Dee Why
● Stony Range Meeting Room	810 Pittwater Rd, Dee Why (this is managed by Council by the reserves bookings team)	Brookvale-Dee Why

Community Building	Address	Planning Area
● Freshwater Swim Club	4 Lumsdaine Drive, Freshwater	Brookvale-Dee Why
● South Curl Curl Swim Club	South Curl Curl Beach	Brookvale-Dee Why
● North Curl Curl Swim Club	North Curl Curl Beach	Brookvale-Dee Why
● Dee Why Swim Club	Dee Why Beach	Brookvale-Dee Why
● Beacon Hill Scout & Guide Hall	Beacon Hill Reserve, Willandra Rd, Beacon Hill	Brookvale-Dee Why
● Belrose Scout Hall	33 Maitland Street, Davidson	Frenchs Forest
● Davidson Scout Hall	33 Maitland St, Davidson	Frenchs Forest
● Frenchs Forest Scout Hall	7 Utyana Pl, Frenchs Forest	Frenchs Forest
● 1st Forestville Scout Hall	Forestville Ave, Forestville	Frenchs Forest
● Forestville Guide Hall	Forestville Ave, Forestville NSW	Frenchs Forest
● 1st Fairlight/Manly Scout Hall	Park Ave, Manly	Manly
● Queenscliff Swim Club	North Steyne (Road), Queenscliff	Manly
● Balgowlah Scout Hall	Pickworth Avenue, Balgowlah	Manly
● Avalon Beach SLSC	558A Barrenjoey Road, Avalon Beach	Mona Vale
● Scotland Island Community Centre	Robertson Road, Scotland Island	Mona Vale
● Bayview Scout Hall	Bayview Park, Pittwater Road, Bayview	Mona Vale
● Newport Scout Hall	Barrenjoey Rd, Newport	Mona Vale
● Newport SLSC	394 Barrenjoey Rd, Newport	Mona Vale

Community Building	Address	Planning Area
● Kitchener Park Sports Centre	1610 Pittwater Rd, Mona Vale	Mona Vale
● 1st Bayview Scout Hall	Bayview Park, Pittwater Rd, Bayview	Mona Vale
● Mona Vale Scout Hall	LOT 101 Barrenjoey Rd, Mona Vale	Mona Vale
● Mona Vale Guides Hall	Same as Scout Hall	Mona Vale
● Elanora Guides	43 Elanora Rd, Elanora Heights	Mona Vale
● Warriewood Surf Club	Narrabeen Park Parade, Warriewood	Mona Vale
● Mona Vale Surf Club	Surfview Rd, Mona Vale	Mona Vale
● Bungan Beach Surf Club	97 Myola Rd, Newport	Mona Vale
● Newport Surf Club	394 Barrenjoey Rd, Newport	Mona Vale
● Bilgola Surf Club	Bilgola Plateau	Mona Vale
● Avalon Surf Club	558A Barrenjoey Rd, Avalon Beach	Mona Vale
● Whale Beach Surf Club	227 Whale Beach Rd, Whale Beach	Mona Vale
● North Palm Beach Surf Club	Beach Rd, Palm Beach	Mona Vale
● Terrey Hills Scout Hall	Beltana Avenue via Oval Car Park, Terrey Hills	Terrey Hills

10.4. Appendix D

Based on existing and anticipated population growth (refer Table 7) the following tables show the Council managed community centre shortfall/gaps for each planning area.

Table 10. Benchmark assessment of Community Centre shortfall/gap 2020

Shortfall/Gap 2020

Planning Area	2016 population	Recommended Floor Area @ 80sqm/1000	Council Managed Community Centre GFA (Floor space available for multiuse activities)	GAP
Brookvale-Dee Why	96,666	7,733	5,515	-2,218
Frenchs Forest	39,677	3,174	2,706	-468
Manly	58,361	4,669	2,620	-2,049
Mona Vale	63,320	5,066	4,402	-664
Terrey Hills	3,770	302	361	59
TOTAL NB	261,794	20,944	15,604*	-5,340

*15,604 includes the 360sqm of the community rooms at Dee Why's PCYC

Table 11. Benchmark Assessment of Community Centre Shortfall/Gap 2036**Shortfall/Gap 2036**

Planning Area	2036 population	Recommended Floor Area @ 80sqm/1000	Council Managed Community Centre GFA (Floor space available for multiuse activities-weighted)	GAP
Brookvale-Dee Why	110,131	8,810	5,515	-3,295
Frenchs Forest	55,012	4,401	2,706	-1,695
Manly	61,892	4,951	2,620	-2,331
Mona Vale	69,061	5,525	4,402	-1,123
Terrey Hills	4,257	341	361	20
TOTAL NB	300,353	24,028	15,604*	-8,424

*15,604 includes the 360sqm of the Dee Why PCYC

Table 12. Existing Council Managed Community Centre Provision (GFA) 2020

Planning Area	GFA (Total Floor space) sqm	GFA (Floor space available for multi-use activities) sqm	Population 2016	Existing Rate of Provision (sqm/1000 population)
Brookvale-Dee Why	6,500	5,515	96,666	57
Frenchs Forest	3,102	2,706	39,677	68
Manly	3,535	2,620	58,361	45
Mona Vale	4,949	4,402	63,320	69.5
Terrey Hills	361	361	3,770	95.7
Total Council facilities	18,447	15,604	261,794	59.6



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