

The City of Burnside Hub Precinct Strategy

Strategy Aim

This Strategy is the City of Burnside's proactive approach to a more strategically focused method in the way it develops and manages community infrastructure and will guide where Councils efforts will be focussed in the coming years. It is not a complete strategy and further work will be required for each identified site to confirm the use, layout, best management option and staged development.

The aim of the Strategy is to develop an agreed vision on what a City of Burnside Hub Precinct will be and how the City of Burnside identifies potential Hub Precincts, sets parameters and guidelines on the Master Planning of each potential Hub Precinct and how it then engages with its community and key stakeholders regarding each project.

What is a 'Hub Precinct'?

Social patterns have changed noticeably since the establishment of many of the facilities within the City of Burnside.

Formerly, public halls were generally perceived as a major focal point for social activity in a community. With constantly changing demographics in many communities alongside a wider assortment of recreation choices and greater ability to access transport, the focus of recreational needs has changed.

Within our own community, it has been observed that:

- Many of the current facilities are deteriorating in condition and will require increasing maintenance in future years. This implies an increasing call on Council to offer support in future years.
- Some facilities are beyond the useful economic life and may need to be rebuilt to ensure that they are fit for purpose.
- Some clubs/groups have difficulties in attracting new members.
- Members of the community generally have less free time and are more discerning in how that time is spent.
- Increasing costs of equipment/playing sport means a higher commitment to fundraising, thus fewer people are prepared to be involved on committees.
- Fundraising now is focused on operating costs, with less focus on equipment replacement or facility development.

The essence of a Hub is the concentration of activity that occurs and how the mix of those activities, is accessible to, and serves the needs of, a diverse range of community members.

Importantly, hubs are places that are integrated, both in terms of the programs, activities and services that occur within them, and in terms of the physical and social relationships with surrounding uses such as local shops, activity centres, public places and transport nodes.

Hubs are more than the traditional community centre. The mix of uses within a hub is more extensive and may include facilities such as a library, as well as services like health care and social support, meeting space for community groups, office accommodation for community organisations, space for community functions and events and possibly some form of enterprise, whether that be commercial or social in nature.

Hubs are also places that encourage social gathering and are designed to provide spaces for people to congregate and meet together in both planned and incidental ways.

The following definition as provided in the Glossary of the Draft Strategic Plan – “Be the future of Burnside – Our Community Plan 2012-2025”:

“Hub:

A single multipurpose facility that accommodates a variety of services, programs and activities or can include a group of separate buildings that, although physically separate, cluster together to create an activity centre and access point for meeting a diverse range of community needs.”

The Purpose of a Hub Precinct

Hub Precincts are, in essence, multipurpose places where a variety of activities occur, a range of goals are addressed and different objectives can be pursued. The key to the hub concept is integration. This can mean both integration of services, programs and activities within a multipurpose community facility or an integration of a range of activity generating uses including community and cultural facilities, shops, transport, public parks and plazas.

The purpose of hubs can be covered by four primary objectives. These objectives are:

- Service coordination and delivery;
- Place making;
- Community building; and
- Financial sustainability.

Service coordination and delivery

Hubs can provide a means of accommodating a number of social and community organisations together in the one physical space, with the goal of enhancing both coordination among services and access to them by the community. The emphasis of service coordination is on encouraging collaboration between different organisations to better serve community needs.

An additional motivator is to make more efficient use of resources, by sharing common facilities rather than each organisation having its own separate space. Service coordination often involves bringing community services together in a single location, sometimes as part of some form of multiservice centre.

Placemaking

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Put simply, it involves looking at, listening to, and asking questions of the people who live, work and play in a particular space, to discover their needs and aspirations. This information is then used to create a common vision for that place.

Placemaking capitalises on a local community's assets, inspiration, and potential, ultimately creating good public spaces that promote people's health, happiness, and wellbeing.

Placemaking uses urban design to enhance the physical quality and appearance of public places in order to reinforce a place's identity and make it a more attractive environment for people to gather and interact with each other.

This mix of uses typically involves integrating community facilities such as libraries and community centres with local shops (including cafés and restaurants), public and/or private transport and often parks, schools and other service facilities such as health related or State Government support agencies. This element of place making is an extended form of co-location. It involves more than co-location of services in a multipurpose facility and involves greater integration of a variety of people attracting uses.

Community building

Community building relates to the enhancement of connections 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 or more profitable local businesses.

Hubs can contribute to community building by providing:

- A place for community members to meet to undertake community building projects;
- A focal point in the community where people with common community interests can gather;
- A source of information for people on how to access networks, services and other community building resources;
- A local source of community building support through the accommodation of community development organisations, and
- A new opportunity for the provision of new and needed services, facilities and amenities into a community.

Financial sustainability

The City of Burnside is seeking to provide quality services and facilities in a way that is economically viable over a number of years.

Fiscally responsible management is recognised as a key issue for Council.

The Hub Precinct model assumes that maintaining and operating a single, multipurpose hub facility is more financially manageable over the long term than other more separate and divergent models of facility provision.

The Hub Precinct model, can also involve partnerships with other stakeholders, particularly community organisations, service providers and other levels of government, who can share in not only the delivery of services and facilities but also the operation, management and maintenance costs.

The 'Hub Precinct' Planning Process

When planning Hub Precincts, consideration needs to be given to the needs of the wider community. Community facilities are planned in recognition of local, district and regional needs.

Facilities planned for a hub need to be considered in the context of wider social infrastructure planning to ensure that local needs are addressed and that services are not unnecessarily replicated.

Regional level facilities include major social infrastructure such as elite level sporting facilities, hospitals and TAFE colleges and are based on population catchments often larger than a single local government area.

District level facilities meet particular specialist needs and can include larger libraries, larger community centres, aquatic centres and community health facilities and usually serve populations in the range of 20,000 to 40,000 people.

Local level facilities meet everyday needs at the neighbourhood level (such as neighbourhood centres and community halls) and usually serve populations in the range of 5,000 to 10,000 people.

While understanding population catchments is necessary, it is equally important to understand the key characteristics of each community. Each community will have its own demographic and socio-economic composition and it is these factors that will determine the nature of community need and the demand for different kinds of community facilities and service provision.

Master planning for Hub Precincts should be approached in a systematic manner that identifies:

- A collective vision for strategic sites;
- The 'desired' infrastructure to meet these needs; and

- The most appropriate management options for sustainable delivery.

Prior to entering into this level of detail however, the approach adopted for each identified project is to undertake a strategic assessment of all facilities to determine existing use, the potential for use and the needs of the broader community.

Once this has been established, a clearer collective understanding and vision for development will have been achieved and infrastructure and management options identified more quickly and in line with an agreed use of each site.

In turn, this provides a firm foundation for all stakeholders to collaboratively work towards the agreed vision and seek external support and funding for specific site development and based on the following guiding principles:

- Facilities will be multi-use.
- Building and site design will allow for flexibility in future trends and uses.
- Current and projected growth of clubs and the community will be addressed (the City of Burnside has limited land available and need to make best use of what is currently or potentially available).
- Facilities will add economic value to the community.
- A hierarchy of facilities from local to national standards will be addressed.
- An assessment of impact on established facilities will be undertaken.
- Social and Environmental outcomes will be considered such as the implementation of Energy Efficient practices/initiatives.
- Facilities will add value to the Region.
- Hub Precincts will be realistic in their provision and will aim for the best outcome for the majority of the community.

Principles for Hub Precinct Development

The Hub Precinct Strategy is to be guided by the following set of principles which will assist Council to make informed decisions for the future development of 'Hub Precincts' within the City of Burnside (each Precinct will have its own unique priorities with regards to the following principles, and this will need to be identified and clarified in the individual assessment):

Quality over Quantity:

Community infrastructure will be developed and managed to avoid duplication and provide better places for people to participate in community services, sport and recreation etc.

Optimal Use:

Facilities will be designed and managed to ensure optimal use for a number of community needs. Single use facilities will not be supported unless the activity is incompatible with other uses.

Compatible Use:

Facilities will be utilised for activities of a compatible nature to ensure conflicts of use are minimised and opportunities maximised.

Participation:

Infrastructure will offer the opportunity to promote and enhance attendance, participation and reduce social isolation.

Performance:

Development of best practice local facilities to maximise participant performance.

Economic Development:

Where possible facilities will be encouraged to provide, support, promote and develop economic development.

Management:

Council will work with the local community to determine the best management options for multi-use facilities. This may include outsourcing under a strict procurement and contract process, however each facility should remain affordable for its community users.

Collaboration:

Council will work collaboratively with the local community to work towards developing and managing quality infrastructure for the existing and future generations of the City of Burnside.

Partnerships:

Council and its community will work with a number of stakeholders to realise the vision for Multi-purpose facilities within the City of Burnside.

Acquisition / Rationalisation (or change of use):

As part of the development of a 'Hub Precinct' it is appropriate to investigate and review surrounding facilities with a view to maximising efficient service delivery and asset management principles.

Factors that would suggest that acquisition / rationalisation (or change of use) of facilities may be appropriate include:

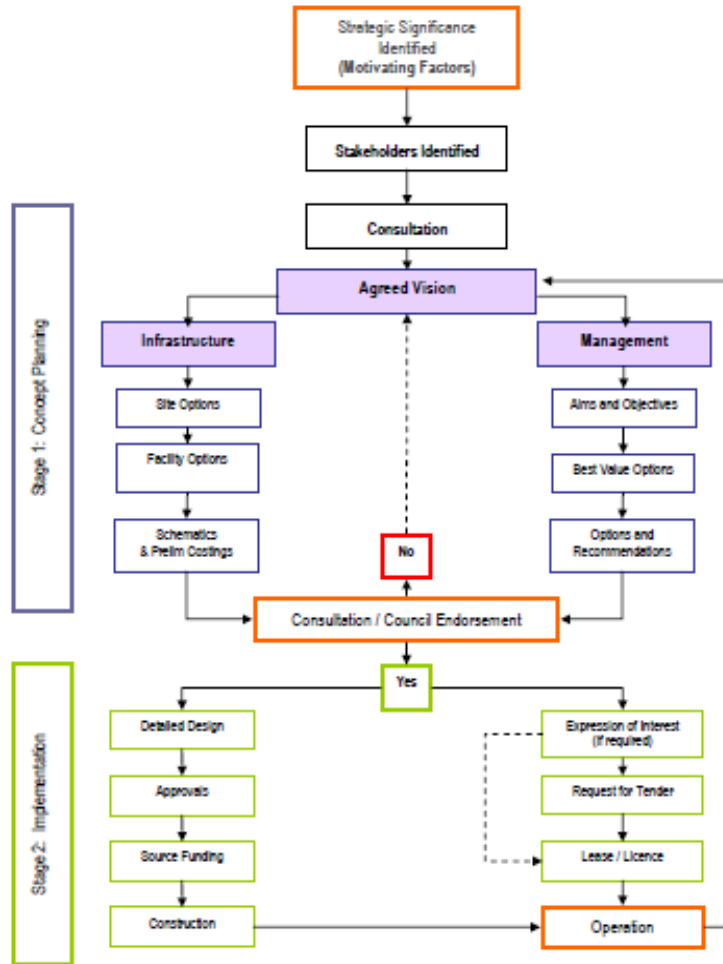
- Proximity to 'like' facilities of a higher standard;
- Opportunity to participate in a regional 'improved' facility which makes the existing redundant;
- A small or declining user base;
- A large or increasing user demand;
- Changing demographics;
- Limited viability; and
- Residual life and high cost of facility maintenance.

The Approach to Specific Hub Precinct Master Planning

A traditional approach to master planning is to embark on a journey which establishes a plan of development for infrastructure in a particular geographic area or facility. Whilst this is a core outcome of any such project, it is recognised that management or governance structures are also a key factor in the sustainability of any proposed facility and should therefore also be addressed in the master planning process.

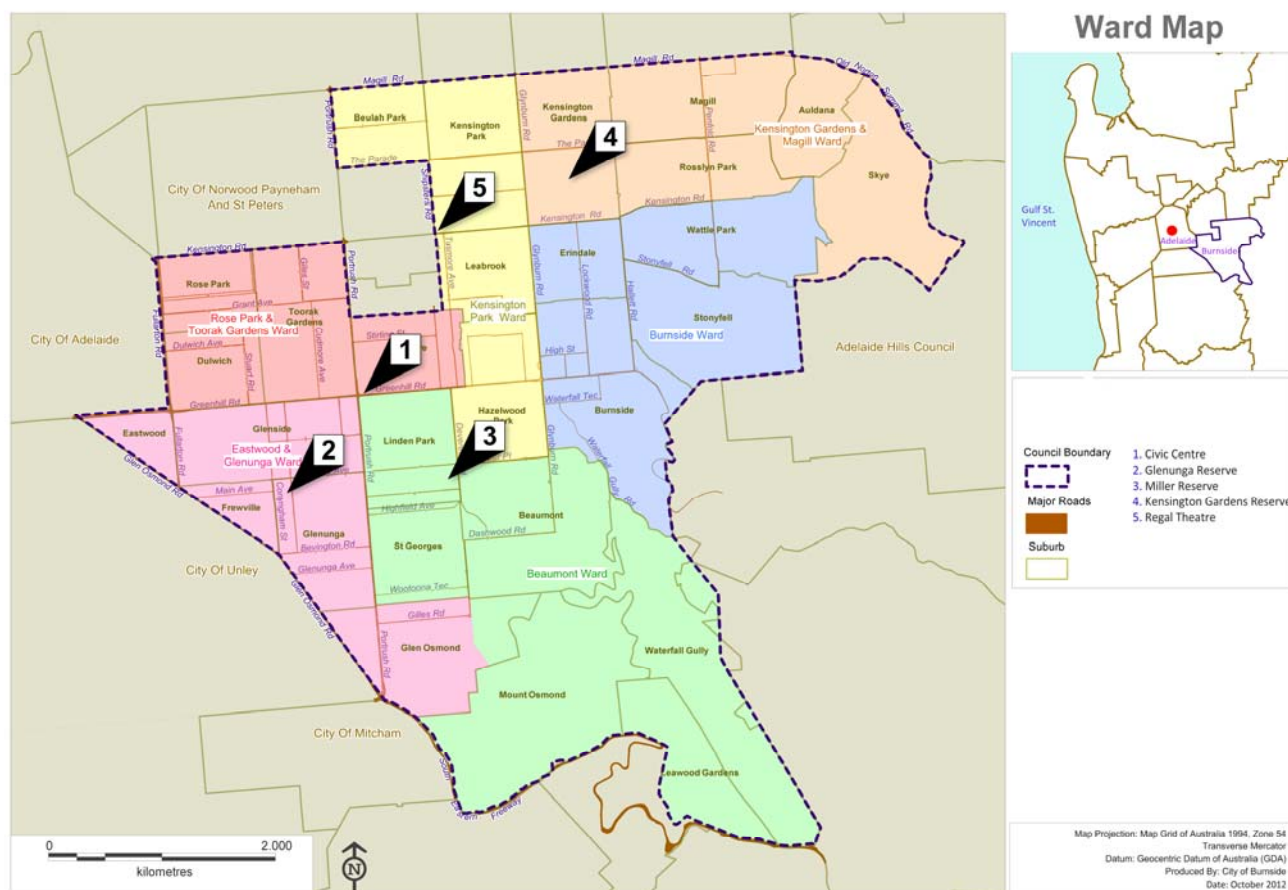
The City of Burnside's approach in developing a Master Plan for any identified Hub Precinct is broken into two stages with a collective vision to include infrastructure and management considerations established in 'Stage 1' followed by a more detailed design and management agreements in 'Stage 2'.

The Master Planning Process is demonstrated in the following flow chart (note – source funding is applicable throughout both stages of the Master Planning process):



Potential Hub Locations

The following Map highlights five potential Hub precincts within the City of Burnside.



It must be noted again, that while these five areas have been identified as potential Hub precincts, each site will be considered individually by Council in accordance with the directions of this Strategy by Council. That will include following the Master Planning Process which involves significant community engagement.

Additionally, there may be other areas throughout the City that are identified as a potential Hub precinct at a future date.

Location	Existing Use	Hub Profile or Focus
Glenunga Reserve	<p>The Glenunga Reserve comprises of two large sporting fields, community buildings and open space provisions and is home to a number of groups including:</p> <ul style="list-style-type: none"> Eastern Districts Little Athletic Club; 	<p>Maintain and improve existing sporting use while providing additional community and recreational opportunities for the wider Burnside Community</p>

	<ul style="list-style-type: none"> • Glenunga Cricket Club; • Old Ignatian's Soccer Club • Glenunga Football Club; • Glenunga Sports and Social Club; • Oz Tag; and • Glenunga International High School 	
<p>Burnside Civic Centre</p>	<p>The City of Burnside Civic Centre is located at 401 Greenhill Road, Tusmore SA 5065. The land is owned by Council and is situated in the block bounded by Greenhill Road, Hyde Street, Fisher Street and Portrush Road.</p> <p>The land contains many of Council's Civic facilities; the main Administration Building; Council and Elected Member meeting rooms and facilities; community facilities such as the Burnside Community Centre, the Burnside Ballroom and the Burnside Library; a café; Civic Centre car park; and very basic open space provisions.</p>	<p>This site is the 'Strategic Centre' of the City of Burnside.</p> <p>Opportunity to enhance the site concentrating on improving the civic, cultural, heritage, economic and community facilities/services.</p>
<p>Kensington Gardens Reserve</p>	<p>Kensington Gardens Reserve is the largest recreational reserve in the City of Burnside,</p> <p>The facilities within the park include barbeques, numerous playgrounds for various age groups, sporting fields, tennis courts and various community buildings including the</p> <ul style="list-style-type: none"> • Burnside Rugby Union Football Club; • Kensington Cricket Club; • Kensington Gardens Bowling and Tennis Club; 	<p>Opportunity to review existing facilities (both buildings and open space) with a view to providing high quality facilities and services for sporting groups and community users of the Reserve.</p>

	<ul style="list-style-type: none"> • East Torrens Kensington Gardens Tennis Club; and the • Pepper Street Quilters & Rotunda Stitchers (Rotunda) 	
Regal Theatre Precinct	Situated in Kensington Road, Kensington Park, this is a State Heritage listed single Cinema complex with two shopfronts for auxiliary use such as food and beverage purposes.	Opportunity to develop an economic/entertainment Hub around the Heritage listed Regal Theatre.
Beaumont (Miller Reserve)	Miller Reserve is home to several sporting Clubs including: <ul style="list-style-type: none"> • Burnside Lacrosse Club; • Beaumont Tennis Club; and • Beaumont Bowling Club 	Opportunity to review existing facilities (both buildings and open space) with a view to providing high quality facilities and services for sporting groups and community users of the Reserve.

Strategic Linkages

The City of Burnside Hubs Strategy is not a stand alone document and it is vital that it is used in accordance with the following Council Strategies or Plans:

Draft Strategic Plan – “Be the future of Burnside – Our Community Plan 2012-2025”

Recreation & Leisure

Our Desired Outcome:

A range of high quality leisure and recreational opportunities and facilities that foster healthy lifestyle pursuits.

Our Approach:

Create and facilitate access to diverse leisure, recreation and sporting facilities and programs that are safe for people of all ages and abilities.

Infrastructure

Our Desired Outcome:

Fit for purpose and cost effective infrastructure that meets community needs.

Our Approach:

Determine the social, economic and environmental infrastructure needs of the community.

Plan, maintain and deliver Council infrastructure and assets to the required level of service and condition that meets the needs of the community now and into the future.

Vibrant & Diverse Community

Our Desired Outcome:

A vibrant and diverse community that has a strong sense of belonging.

Our Approach:

Enhance the use of our community and cultural hubs to meet local needs and enliven activity.

Provide opportunities for people to connect and interact locally.

Draft Sport and Recreation Strategy

Contemporary planning must take into account the changing set of community needs and interests by facilitating greater participation in physical activity in a wider range of activities. Recognition of the changing trends in community active recreation behaviour warrants the review of the current state and role of our sport and recreation facilities. In addition, the continued need for best practice and financial, environmental and societal sustainability are key drivers for this review of sport and recreation services and supporting infrastructure in the City of Burnside.

Therefore, the purpose of the (draft) Sport and Recreation Strategy is to ensure that our sport and recreation services and infrastructure are continuing to meet the needs of our current and future community in a socially, environmentally and financially sustainable and responsible manner. The strategy development will compliment and work closely with the Hubs strategy.

Open Space Strategy

The Open Space Strategy provides a strategic framework for the Council to manage, maintain, enhance and develop open space and associated recreational facilities, for the benefit of residents and visitors alike. It is expected that the current distribution, level and type of open space will be examined taking into account quantity, quality, population and recreation trends, demand and sustainability issues.

Property Strategy

The Property Strategy identifies a number of emerging issues affecting Council's building portfolio and recommend strategies that will assist Council to deal with them.

It is evident that with current levels of funding, Council cannot sustain the facility portfolio in its current form. Further investigation into the long-term management of the facilities is required and this may mean rationalisation of facilities, and/or changes in services.

Asset Management Plan

The Plan aims to raise Council's facility management performance to the point where it would be recognised as best practice, taking into account legal requirements, community expectations, the nature of the facilities, exposure to risk and the availability of resources.

The Plan strives to ensure that Council only holds onto facilities that are required to support corporate service objectives, and that these are managed effectively to illustrate good use of resources and value for money.

NB. The Property Strategy provides broad recommendations on the types of facilities whereas those facilities will be managed in accordance with the Asset Management Plan.

Environmental Action Plan

The City of Burnside Environmental Action Plan aims to set a clear policy direction for the conservation of Burnside's environment and to outline the future direction of the city in relation to environmental sustainability.

The Environmental Action Plan builds upon Council's existing strategies and plans, and takes into account changes in technology and community expectations in relation to environmental sustainability.

Long Term Financial Plan

The Long Term Financial Plan was adopted by Council on 24 April 2012.

Within that Plan, Council has allocated specific amounts for Strategic Projects, including the development of specific Hub facilities. Once Council has endorsed a redevelopment option for a specific Hub Precinct project, the Long Term Financial Plan will be reviewed and amended to reflect the estimated expenditure.

Financial sustainability is defined as:-

“Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.”