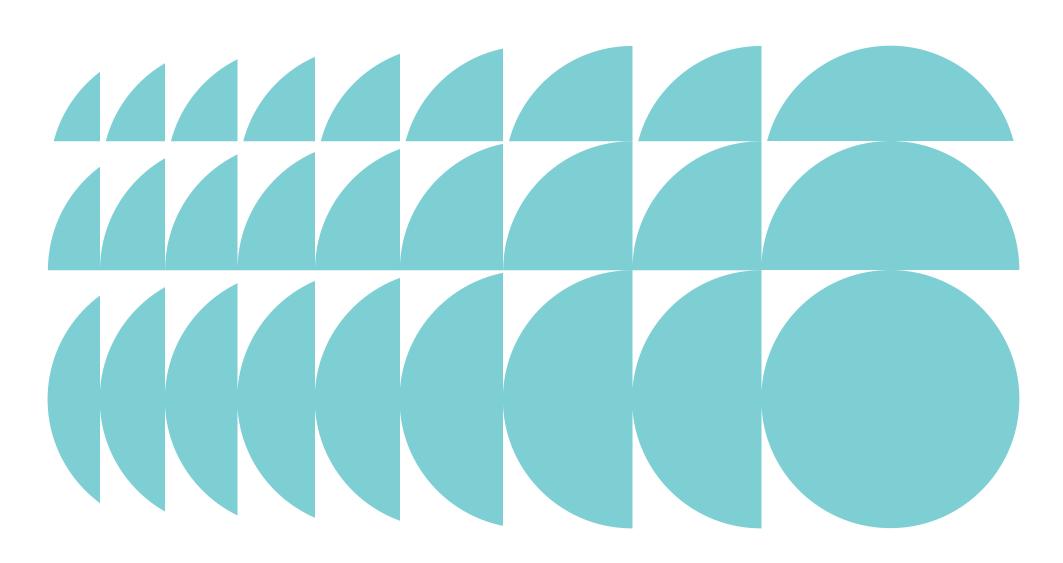
ETHOS URBAN

Woollahra Community Facilities Study

Woollahra Municipal Council

November — 2019

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Glossary of Terms

Specific Terms and Models*

Leasee Community organisation holding a lease for a community building for their exclusive use. This applies to Holdsworth (usually long term, fixed

term, and in this case peppercorn)

Licensee Community group that holds a licence for a community building for set hours and timeframe – fixed term, usually 3-5 years with an option.

The facility is available for use outside those hours by others.

Regular hirer A regular, often long term user of community venues for hire.

Casual hirer A person or group who uses a venue less than 12 occasions in a calendar year.

Community Lounge A model which can be applied to community facilities which promotes a range of uses, programs, services and activities for the community

centred around a sinale building.

Destination Library A large library which attracts users and members from across a wide geographical catchment due to availability of resources, multipurpose

spaces and/or design features (e.g. the Woollahra Library at Double Bay).

Community Facility Typologies

Integrated multipurpose community facility A large multipurpose community facility that is a focal point for the local community. It is delivered through a single building/site or a cluster of proximate buildings/sites and is typically integrated or co-located with other facility types within the network (e.g. library, indoor recreation facility).

Local community facilities

This category includes a range of facilities that do not meet best practice standards in terms of multipurpose facilities. It includes facilities that are small, localised and/or predominantly single use or specialised but provide no space for casual social interaction.

LibrariesLibraries may be standalone facilities, although they may be integrated as part of larger integrated multipurpose facilities, where they

typically form the anchor facility.

Childcare centres/ preschools

A facility that is purpose-built or fitted out for the provision of early childhood education and care. The majority of provision is via private and not-for-profit sector.

Cultural and creative

facilities

A facility that includes a range of creative and cultural facilities including maker spaces accessible by the public, space for professional artistic development (e.g. rehearsal rooms, artist studios) and spaces for performance/audiences (e.g. theatres, cinemas, exhibition space).

^{*} definitions provided by Woollahra Municipal Council.

Executive Summary

The Woollahra Community Facilities Study (CFS) has evaluated Council's existing supply of community facilities across the LGA. In particular it has analysed existing supply and demand, with regard to current usage patterns, accepted benchmarks for provision and best practice trends.

The Study has identified current and future gaps in provision and provides recommendations for existing and proposed Council community facilities, as well as opportunities for innovative delivery.

This Study has developed a vision for community facilities in Woollahra which is as follows:

An accessible and adaptable network of community facilities that provides innovative and sustainable spaces to support community wellbeing.

A suite of principles has also been prepared to inform the development of the CFS. These principles provide high level objectives that should inform the provision and enhancement of all future community infrastructure and services in Woollahra LGA.

Overall the analysis indicates that Woollahra is generally well provided for with some recent investment delivering high quality facilities for the community which have been well received and are highly utilised from communities both within and outside the LGA. The key findings of this Study are summarised below.

- Council has a strong network of local community facilities, however overall
 there is a need to make these facilities more multipurpose to respond to
 changing community needs over time.
- There are currently no integrated multipurpose facilities in Woollahra. Although
 best practice provision would require at least one facility per catchment, in the
 context of modest population growth Woollahra should seek to provide at least
 one new integrated multipurpose facility in the short-medium term.

- There are three libraries distributed across each catchment, however the
 Paddington and Watsons Bay libraries do not meet minimum floor space
 provision. Ensuring the long term sustainability of the existing library services
 should be a key priority and this Study has identified opportunities to relocate
 (and potentially expand) services within the Western and Eastern Catchments.
- Local community facilities are well provided for across each catchment however many facilities do not meet minimum floorspace requirements.
- There is generally a need for more cultural and creative facilities across
 Woollahra and opportunities to integrate these spaces with other facilities
 should be prioritised in the short to medium term through planned Council
 projects.
- The condition of facilities is one of the most important priorities for users, hirers and tenants. Across the network of facilities, minor improvements and upgrades can be made to improve the accessibility, activation and utilisation of facilities.
- Some facilities have restricted accessibility for users with special mobility requirements. Feedback from stakeholders and the community indicated that venue access, location and parking were important features and key considerations when hiring and using community facilities.
- The future provision of community facilities should be undertaken in the context of key demographic trends: modest population growth, an ageing population and declining household size.

In summary this Study has identified a range of priorities across each of the catchments as follows:

- Upgrade Cooper Park Community Centre
- Upgrade Holdsworth Community Centre
- Upgrade of Vaucluse Bowling Club
- Provide a new integrated multipurpose facility in the Western Catchment
- Revitalise EJ Ward Community Centre
- Provide new community facilities within the Cross Street car park site
- Provide a new integrated multipurpose facility at Rose Bay
- Provide more cultural and creative spaces

In addition to these priorities, a suite of strategic opportunities for innovation have been identified which should be considered as part of future upgrades and enhancements to the existing community facilities network.

These strategic opportunities are:

- Explore opportunities for activating facilities day and night
- Support start ups, small business and local enterprise
- Upgrade the network to ensure accessibility for all users
- Embed principles of active living and social sustainability across the network
- Optimise the user experience of Council's community facilities
- Explore sustainable funding models for community facilities

Council should seek to determine its priorities for delivery and strategies for the next decade and beyond in consultation with key stakeholders, hirers, users and the community.



1.0 Introduction

1.1 Overview

Woollahra Municipal Council plays a key role in providing community facilities to support and sustain liveability, community health and wellbeing. Community facilities are an important part of the wider social infrastructure network and support a range of services and activities that strengthen and enhance community participation. Community facilities can bring people together, provide spaces for people to connect, create and learn. They also represent an important touchpoint for Council to connect with the community through the delivery of amenities and services.

The Woollahra Community Facilities Study (the Study) evaluates Council's existing supply of community facilities across the LGA and clearly articulates current supply and demand, with regard to current usage patterns, accepted benchmarks for provision and best practice trends. It identifies current and future gaps in provision and provides recommendations for existing and proposed Council community facilities, as well as opportunities for innovative delivery models.

The key objectives of the Study are to:

- Provide clear guidance on how best to deliver and manage community facilities to sustain liveability and community wellbeing over the next decade and in the longer term.
- Provide a robust evidence base for decisionmaking on community facilities provision.
- Identify current and forecast future gaps in provision.
- Identify opportunities to enhance the provision of Council's existing and future community facilities.
- Inform other Council studies, strategic planning and assets strategies.
- The Study will inform Council's forthcoming Local Strategic Planning Statement (LSPS) as well as its approach to asset management planning, including opportunities to maximise use of Council's facilities for community purposes and to determine the future use of key facilities.

The development of this Study has been undertaken through the following core stages shown opposite.

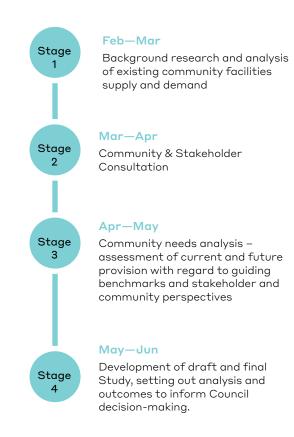


Figure 1. Project Method

1.1 Scope of the Study

This Study focuses on 20 existing and 1 proposed Council owned and/or managed facilities that provide key community services or are available for hire. These broadly include libraries, local community facilities and cultural and creative facilities.

This Study assess the supply and demand of existing Council owned and/or managed community facilities across Woollahra LGA to determine and plan for future community needs. To assess Council's existing network, this Study applies an established typology

that defines the role and function of the facilities included in this report (see below).

There are many other types of facilities and services that provide community benefit to local residents both within and outside the Woollahra LGA. Some of these are operated by other Councils in neighbouring LGAs - for example, City of Sydney, Randwick City Council and Waverley City Council. Other facilities are privately owned and operated such as cafés, RSL clubs or places of worship.

The role and function of these facilities has also been considered broadly in the context of their relationship and integration with Woollahra's existing network of community facilities.

Council can not directly control the operation or usage of these facilities however this Study identifies opportunities for Council to influence and/or advocate for partnerships with local organisations, businesses and other interest groups to improve and enhance the provision and quality of the network of community facilities across Woollahra LGA.

Community Facility Typologies

Integrated multipurpose community facility

A large multipurpose community facility that is a focal point for the local community. It is delivered through a single building/site or a cluster of proximate buildings/sites and is typically integrated or co-located with other facility types within the network (e.g. library, indoor recreation facility).

At present there are no integrated multipurpose facilities in Woollahra.

Libraries

Libraries may be standalone facilities, although they may be integrated as part of larger integrated multipurpose facilities, where they typically form the anchor facility.

In Woollahra, there are three libraries.

Local community facilities

Local community facilities are small, localised and/or predominantly single use or specialised buildings. This category includes a range of facilities that do not meet best practice standards to be classified as an integrated multipurpose facility

In Woollahra, local community facilities include:

- Community centres and halls;
- Community meeting rooms;
- Early childhood heath centres.

Childcare centres/ preschools

These facilities are purposebuilt or fitted out for the provision of early childhood education and care. The majority of provision is via private and not-for-profit sector.

This Study does not assess provision of child care centre or preschools as this has already been undertaken in 2018 Child Care Needs Study update.

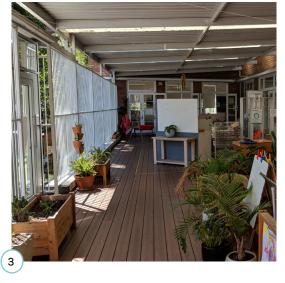
Cultural and creative facilities

This category includes a range of creative and cultural facilities including maker spaces accessible to the public, space for professional artistic development (e.g. rehearsal rooms, artist studios) and spaces for performance/ audiences (e.g. theatres, cinemas, exhibition space).

Introduction



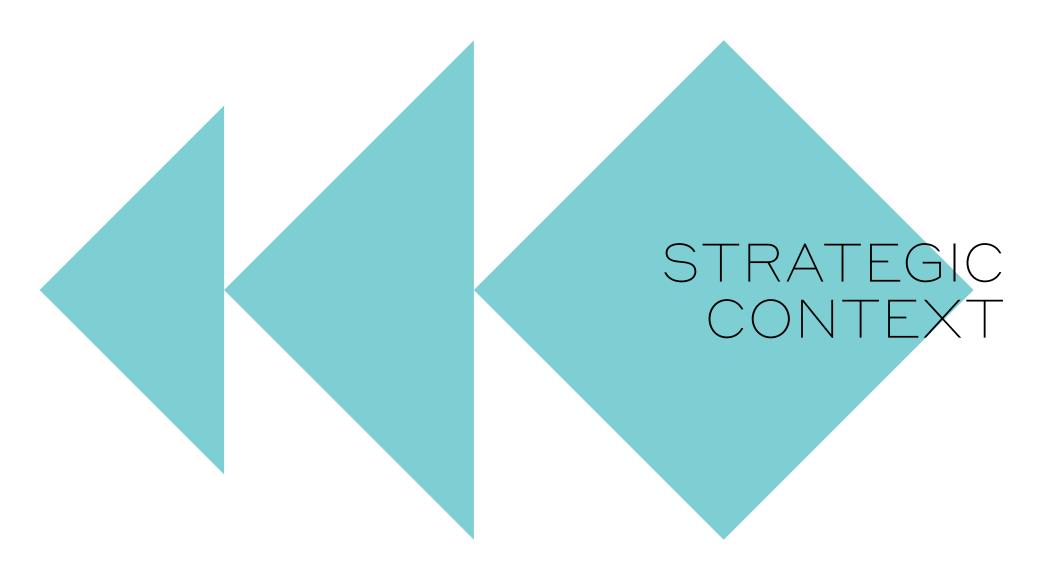






Types of Facilities in Woollahra

- 1. Library: The Woollahra Library at Double Bay
- 2: Creative and Cultural: The Drill Hall
- 3: Childcare Centre/Preschool: Woollahra Preschool (detailed assessment of this typology not part of this Study)
- 4: Local Community Facility: The Gunyah



2.0 Strategic Context

2.1.1 Study Area

Woollahra LGA is located 4.5km from Sydney's CBD and adjoins three other municipal boundaries – Waverley LGA to the east Randwick LGA to the south and the City of Sydney LGA to the west. The Woollahra LGA comprises ten suburbs as follows; Bellevue Hill, Darling Point, Double Bay, Edgecliff, Paddington (part), Point Piper, Rose Bay, Vaucluse, Watsons Bay and Woollahra.

The LGA is well located to a range of other key destinations outside the LGA boundary including:

- Bondi Junction, Centennial Park and Moore Park (to the south)
- Bondi Beach and surrounds (to the east)
- St Vincent's Hospital and Kings Cross (to the west)

Buses are the primary mode of public transport which currently service the municipality running along New and Old South Head Road. The LGA also contains Edgecliff Train Station and four ferry wharfs, connecting the LGA to other key destinations within metropolitan Sydney (see Figure 1).

The majority of the Woollahra foreshore is publicly accessible and the major walking trail along the Rushcutters Bay and Watsons Bay attracts local visitors and tourists from abroad. Other major features include Sydney Harbour National Park, Rose Bay Promenade and the South Head National Park.

There are a number of smaller commercial centres distributed throughout the LGA along major roads. The town centre at Double Bay is the commercial and retail heart of the LGA, featuring the state-of-the-art Woollahra Library at Double Bay and mixed-use retail concourse.

Council provides a range of community facilities that support active, engaged and healthy communities. This study focuses on 20 existing and 1 proposed Council owned and/or managed facilities that support a range of community services, activities and organisations. As introduced previously, community facilities across Woollahra have been broadly grouped in this Study within the following typologies:

- Libraries:
- Local community facilities including:
 - Community halls
 - Community meeting rooms
 - Early childhood health centres
- Cultural and creative facilities.

According to the benchmark provisional requirements, there are currently no integrated multipurpose facilities within Woollahra.

Alongside other Council assets (such as parks, reserves and sporting facilities) it is acknowledged that there are many other facilities that provide key community benefits to local residents both within and outside the Woollahra LGA. Some of these facilities are privately owned and operated, such as cafés, RSL clubs or religious organisations. The role and function of these facilities in supporting social sustainability and community wellbeing is discussed in **Chapter 7** of this Study.

Strategic Context

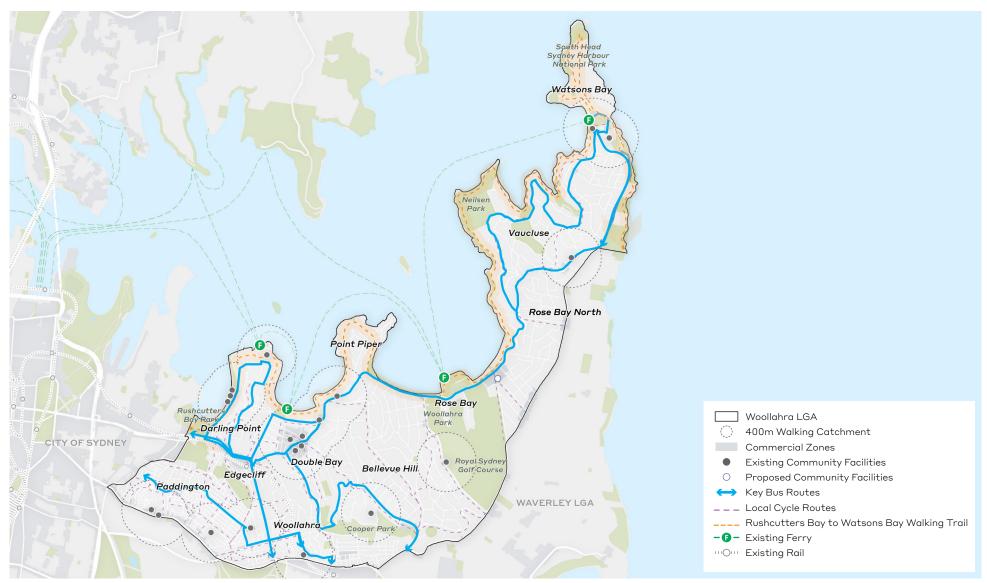


Figure 2. Woollahra Context Map

Source: Ethos Urban

2.1.2 Policy Context

There are a number of key plans and strategies which provide policy direction for the provision of social and community infrastructure.

The key documents relevant to this Study are:

- Sydney Region Plan, Greater Sydney Commission (2017);
- Eastern City District Plan, Greater Sydney Commission (2017);
- Woollahra Community Strategic Plan 2030; and
- Woollahra Social and Cultural Plan 2018-2030.

A summary of these key documents and their relevant directions are provided in **Table 2.**

Table 1 - Summary of Relevant Strategic Plans

| Purpose | Key directions/priorities/goals | Relevance |
|---|---|---|
| Greater Sydney Region Plan The Greater Sydney Region Plan sets a 40-year vision and 20-year plan managing the growth and evolution of Greater Sydney. The Plan sets a planning framework for five districts which make up Greater Sydney. | Celebrating diversity and putting people at the heart of planning; Designing places for people. | It is essential to capitalise on the existing social and cultural networks of the Woollahra LGA and help provide places which are loved and utilised. |
| Eastern City District Plan The Eastern City District Plan sets the strategic framework for planning for Woollahra's future. The plan outlines high-level directives which impact on social infrastructure planning for Woollahra. | Providing services and social infrastructure to meet people's changing needs; Fostering healthy, creative, culturally rich and socially connected communities; Providing housing supply, choice and affordability with access to jobs, services and public transport; Creating and renewing great places and local centres, and respecting the District's heritage. | Strategically planning social and cultural infrastructure to cater for changing community needs will be essential for the Woollahra LGA, where facilities and services are well connected, easily accessible while acknowledging the area's rich history. |
| Woollahra Community Strategic Plan The Community Strategic Plan is the overarching long-term strategy for the Woollahra LGA. A core component of the Integrated Planning and Reporting strategic framework, the CSP establishes the Vision, Values, Priorities, and Goals for Woollahra through to 2030. | Goal 1: A connected, harmonious and engaged community for all ages and abilities Goal 2: A supported, enabled and resilient community Goal 3: A creative and vibrant community Goal 4: Well-planned neighbourhoods Goal 5: Liveable places | Social infrastructure will be integral in creating an LGA which is liveable and well planned. Where people can be supported and united through a range of facilities and services. |
| Woollahra Social & Cultural Plan This Plan sets out the Vision, Goals, and Actions to be taken in regard to Woollahra's social and cultural development, through to 2030. The Plan is structured around three Goals, which are: • A connected, harmonious and engaged community for all ages and abilities; • A supported, enabled and resilient community; and • A creative and vibrant community. | Goal 1: A connected, harmonious and engaged community for all ages and abilities; Goal 2: A supported, enabled and resilient community; Goal 3: A creative and vibrant community. | It is important to maximise the function of facilities in order to encourage a creative and harmonious community which is supported, connected and engaged. |

Strategic Context

2.1.3 Community Facilities Study 2011

In 2011, Council prepared a comprehensive Community Facilities Study which assessed a range of community facilities across Woollahra and provided recommendations to guide strategic planning for future provision.

Since this Study, there has been some evolution in changing community needs, improvements to some of the existing network and 1 new facility, revised demographic data, new policy directions and additional opportunities for innovation.

This Study includes a number of facilities that were not considered as part of the original study as follows:

- Woollahra Library at Double Bay
- Watsons Bay Library
- Paddington Library
- Paddington Early Childhood Health Centre
- Double Bay Early Childhood Health Centre
- The Bay Room

This current Study (2019) adopts a fresh approach to assessing community facilities including revised catchments, contemporary benchmarking standards and identification of opportunities for innovation. In this context a direct comparison of the recommendations of the 2011 Study and this 2019 Study is not relevant – other than noting them.

The detailed findings of this Study and the community needs analysis are presented in Section **7.0**, **8.0** and **9.0** of this Study.

Assessment Approach of 2011 Study

Assessment of Council's facilities undertaken in reference to four assessment 'Districts' comprising:

- Paddington and Woollahra District
- Darling Point, Edgecliff, Double Bay and Point Piper District
- Bellevue Hill and Rose Bay District
- Vaucluse and Watsons Bay District

The 2011 Study assessed facilities against best practice criteria for locational, functional and operational requirements considered essential to the overall capacity of a facility to meet community needs. The criteria were: visually prominent, integrated with other services, accessible by public transport, parking provision, access by pedestrians/bicycle facilities, universal access, multi-purpose design, quality outdoor space, quality building condition, comparatively low operational and maintenance costs and public safety.

Key findings of the 2011 Study

Some of the key findings and recommendations of the 2011 Study are outlined below:

- Facilities with the 'highest' best practice score were: Cross Street Studio, Hugh Latimer Centre and The Drill Hall.
- Facilities with the 'lowest' best practice score were: EJ Ward Centre, Canonbury Cottage and Gaden Community Centre
- The majority of facilities in the LGA were assessed as below the required floorspace benchmarks
- There was considered to be an uneven distribution of facilities across Woollahra LGA and within each District
- In addition to the network of smaller venues, the report recommended three multipurpose community facilities; Holdsworth Community Centre, the Hugh Latimer Centre and a proposed new multi-purpose community centre at Rose Bay.

Actions completed from the 2011 Study

Some of the 2011 Study recommendations have been completed such as:

- Upgrade of Gaden to an accessible facility housing a Meals on Wheels service, community space suitable for use by seniors and people with disabilities and social enterprise café (2013);
- Development of a new state of the art library within the Kiaora Lands development (Woollahra Library at Double Bay)

Other work to Community Facilities are well underway, such as:

 Plans for a Council managed community art gallery on the first floor of St Brigid's (former Double Bay Library site) with potential for compatible community use on the ground floor. Some other projects are in the initial stages such as:

- Plans for a new 500-750m² community facility in the Rose Bay town centre as part of the redevelopment of the existing Wilberforce Ave carpark;
- Investigations into providing an additional Preschool playroom on the ground floor of the Hugh Latimer Centre;
- Investigations into a lift to connect parts of the ground and first floor and other access upgrades including accessible toilets at the EU Ward Paddington Community Centre; and
- A proposed new commercial cinema, commercial spaces, housing and carparking in the existing Cross St car park at Double Bay that currently houses community hire space and the Double Bay Early Childhood Health Centre.



3.0 The Woollahra Community

3.1.1 Community Profile

Demographic trends and patterns provide an indication of the existing demographic profile and will inform future trends and needs.

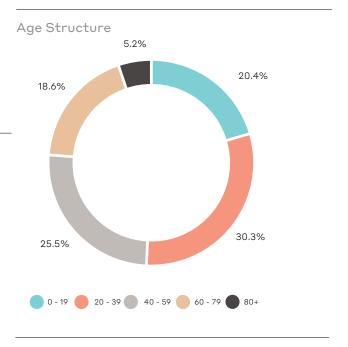
Adaptable, high quality and accessible social infrastructure will be critical in supporting the modest growth trends and meeting the changing demographic needs of the community. Statistics are sourced from the Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data) which have been compiled and presented in by .id and the Department of Planning and Environment Population Projections.

Population Median Age

54,240 39
Usual Resident Population In Woollahra (2016)

Median Income Education

\$2,687 48.9%
per week per household Bachelors degree or



Average Household Size

2.22

persons per household

Household Structure



27%

24%

25%

(\$139,724 per annum per

household)



7%

higher



7%



Household Type



31%



Lone person households

Couples with children

Couples without children

One parent families

Group households Single House Medium Density Housing Higher Density Housing

Source: Profile.ID

The Woollahra Community

Population and age structure

The usual resident population of the Woollahra Municipality in the 2016 Census was 54,240, living in 26,289 dwellings. The median age of residents in Woollahra is 39. This is slightly higher when compared to the average age of 36 in Greater Sydney. The dominant age group in Woollahra is persons aged between 20 - 39 representing approximately 30% of all residents in Woollahra LGA. The key age characteristics include:

- 18.8% of residents are aged under 18 years;
- 7.1% of residents aged 18 to 24 years;
- 17.4% of residents are aged 25 to 34 years;
- 21.2% of residents are aged 35 to 49 years;
- 11.8% of residents are aged between 50 to 59; and
- 23.7% of residents are aged over 60 years.

Income and employment

- Woollahra is an affluent LGA with a significantly higher median household income at \$2,687 per week compared to the Greater Sydney median \$1,750. Employment rates are strong in Woollahra with approximately two-thirds of the population aged over 15 employed. Of these approximately two-thirds are employed full-time and approximately one third employed part-time. The top three categories of employment status are shown below and hence do not equate to 100%:
- 66.4% are employed full-time compared to Greater Sydney with 61.2%;
- 28.8% are employed part-time compared to Greater Sydney with 30.9%; and
- 3.3% are unemployed compared to Greater Sydney with 6.0%.

Education

Education attainment is significantly higher than Greater Sydney. 76.1% completed year 12 or equivalent compared to 60% of Greater Sydney and 48.9% have a bachelor or higher degree compared to 28.3% of Greater Sydney.

Cultural diversity

• 32.3% of residents in Woollahra were born overseas, the highest ranked birthplace included the United Kingdom (7.3%), South Africa (3.8%) and New Zealand (2.8%).

Household composition and type

The average household size in Woollahra LGA is 2.22 persons and majority of households in Woollahra are lone person households.

- 26.9% of households are lone person households;
- 23.7% of households are couples with children;
- 24.9% of households are couples without children;
- 6.6% of households are one parent families; and
- 7% of households are group households.
- The above classifications do not feature the 'other' categories which are contained in profile id population data and hence does not equate to 100%.

Furthermore, the majority of residents in Woollahra LGA live in either medium or higher density housing as follows:

- 21% of households are single houses;
- 31% of households comprise of medium density housing; and
- 48% of households comprise of higher density housing.

3.1.2 Future Woollahra Community

Woollahra's future community

Woollahra's population is forecast to grow to 59,850 residents between 2016-2036 (DPE Population Projections 2016). Overall this represents an increase of approximately 650 new residents to 2026 and a total of 2,050 new residents to 2036. Compared with other inner metropolitan LGAs across Sydney, this represents a very modest level of growth and change.

Key demographic trends over the next 10 years will continue to the shape and influence the community across Woollahra LGA. These are relevant to future planning for community facilities provision and include:

- Modest population growth
- Ageing population
- Declining household size
- Changing household types
- Increasing lone persons households

These trends are discussed further opposite.

Modest population growth

Woollahra's future population is projected for only modest growth over the next 10-20 years. Woollahra's limited growth must be factored into future recommendations for community facilities.

Woollahra's population is forecast to grow to 59,850 residents between 2016-2036 (DPE Population Projections 2016). This represents an average annual growth rate of 0.2% and a total increase in approximately 3.4% between 2016 and 2036.

Broken down over the next 10 years, the forecast data shows that there will be:

- Approximately 58,450 residents in Woollahra LGA by 2026
- Approximately 59,850 residents in Woollahra LGA by 2036
- Overall this represents an increase of approximately 650 new residents to 2026 and a total of 2,050 new residents to 2036. Compared with other inner metropolitan LGAs across Sydney, this represents a very modest level of growth and change.

A smaller concentration of population density restricts Council's capacity to draw on rates-based models or developer contributions to fund new social infrastructure. As a geographically constrained LGA, opportunities to draw on and revitalise existing assets to meet community need over time will become a key priority.

Table 2 - Forecast Population Change 2016 - 2036

| Year | 2016 | 2026 | 2036 | |
|------------------|--------|--------|--------|--|
| Total Population | 57,800 | 58,450 | 59,850 | |

Source: DPE, 2016

The Woollahra Community

Ageing population

Over the next 10-20 years, the number of people aged 80+ will increase by 6.2%. In the context of Woollahra this is a substantial shift in age structure. An active and engaged community leads to prosperous and vibrant neighbourhoods, particularly amongst the older generations. As the population of Woollahra ages, it will be important to ensure that community facilities are accessible to all abilities and users. At present several facilities are fully DDA compliant. Facilities that are unable to accommodate all users immediately create barriers to usage. Another consideration will be balancing the needs of older residents with the younger population to ensure that community facilities are multigenerational and enable equity of access.

Declining household size

Demographic trends indicate that over the next 10-20 years, the average household size in Woollahra will decline (see Table 3) while the number of lone person households will increase. Households with children are expected to decline slightly (by 3.5%) over the next 10 to 20 years while single parent families are expected to increase by 5.5%. (see Table 4)

Although Woollahra has a higher than average level of affluence and advantage when compared to other LGAs in Greater Sydney, issues of social isolation, loneliness and depression remain prevalent and relevant issues for consideration. In this context, community facilities will play a vital role in supporting social sustainability and connecting people with services, groups and activities that enable interaction and participation in daily life.

Lone person households are forecast to grow by 1,100 households, which in the context of Woollahra represents a significant increase of some 11.8%. An increase in lone person households can create the risk of increased social isolation, loneliness and disconnection. Provision of community facilities — as "third spaces" for people to spend time and connect with others is a critical means to mitigate this risk to community wellbeing.

Table 3 - Forecast Household Size change 2016 - 2036

| Year | 2016 | 2026 | 2036 |
|----------------|------|------|------|
| Household size | 2.22 | 2.22 | 2.19 |

Source: DPE, 2016

Table 4 - Forecast Household Composition 2016 -2036 in Woollahra I GA

| Household Type | 2016 | 2026 | 2036 |
|-------------------------------|--------|--------|--------|
| Couple with children | 5,700 | 5,600 | 5,500 |
| Single parent | 1,800 | 1,900 | 1,900 |
| Other family households | 250 | 200 | 200 |
| Multiple-family households | 600 | 600 | 600 |
| Total family households | 14,150 | 14,200 | 14,400 |
| Lone person | 9,300 | 9,750 | 10,400 |
| Group | 1,950 | 1,800 | 1,850 |
| Total non-family households | 11,250 | 11,550 | 12,300 |
| Total | 25,400 | 25,750 | 26,700 |

Source: DPE, 2016

^{*}Data Source: Department of Planning & Environment



01 Sir David Martin Cottage

4.0



4.0 Stakeholder and Community Engagement

Summary of findings

- Multi-purpose spaces present opportunities for the facilities to address different needs of residents, workers and visitors. However, it is important to note some hirers find the concept of multipurpose spaces difficult when facilities are used for specific needs and activities.
- Facilities need to be adaptable and responsive, catering to the changing demographics of local communities.
- The character and ambience of heritage venues is highly valued, however presents challenges in relation to the maintenance and upkeep of facilities. Heritage restrictions limit Council's ability to undertake some works on existing community facilities.
- Minor improvements can be made to ultimately increase the utilisation of facilities. Across all stakeholder groups, the condition of facilities was an important priority for Council spaces.
- Improving the utilisation of facilities through advanced technologies will not only present opportunities for continued hiring but also allow for sustainable non-staffed models and the extension of operational hours.
- Currently many facilities have restricted accessibility for users with mobility issues. Throughout stakeholder and community engagement the availability of parking was an important feature. Some venues were perceived as having minimal parking and reduced drop off zones, further reducing the ability for some user groups to attend facilities.
- Responses from both the general and hirer surveys mention that proximity to public transport was a less important feature however the interviews with tenants and hirers revealed there is opportunity to better integrate and activate facilities with the surrounding community.

4.1.1 Engagement approach

Stakeholder and community engagement has been undertaken throughout each stage of the project to inform the analysis and proposed priorities contained within this Study. Engagement has been undertaken broadly as follows:

- **Stage 1** Key Council staff Workshop to introduce the project, present preliminary findings of background research and seek feedback on the perceived challenges and issues for the Study.
- Stage 2 Interviews with some tenants, licensees and regular hirers and two online surveys for the general community and past hirers. This also included collection of the survey responses at pop up engagement sessions held throughout Woollahra.
- **Stage 3** Councillor briefing on the findings and priorities identified in this Study.

The Engagement Summary Report provides further detail on the engagement approach as well as a summary of information received throughout each engagement activity. A summary of the key themes and topics relevant to this Study are presented below.

A thematic summary of the high-level findings across all of the engagement activities follows.

4.1.2 Hirers feedback on current usage

- Existing hirers are generally positive about the venues they use and feel a strong sense of ownership of these.
- The factors which have the biggest impact on hiring decisions include:
 - The condition of the facility, including the amenities;
 - The opening hours;
 - The cost of hiring the facilities;
 - The location of the facility (transport links and parking);
 - The size of the facility; and
 - The surrounding setting (particularly harbourside views).
- Hirers appreciate the opportunity to engage with Council about changes to the community facilities they use.
- Woollahra Library was identified as a contemporary and iconic facility that, is currently one of a kind in the LGA. As a result of its accessibility, central location and modern facilities Woollahra Library is over-utilised.

4.1.3 General feedback on current attendance

- Council's Libraries are the most commonly attended community facilities, Woollahra Library is by far the most popular and used community venue in the LGA. Paddington Library and Watsons Bay Library are also well attended.
- Other facilities that are commonly attended are the Holdsworth Community Centre and Vaucluse Bowling Club.
- The top 4 are staffed facilities providing services to the community
- The factors which have the biggest impact on use decisions include:
 - The condition of the facility, including the amenities;
 - Activities or services on offer;
 - The location of the facility (primarily transport links and parking);
 - Proximity to where the person lives.

4.1.4 Challenges for consideration in the development of the CFS

Transport links and parking are key challenges for the use of some community facilities. Transport and parking options are limited at some venues.

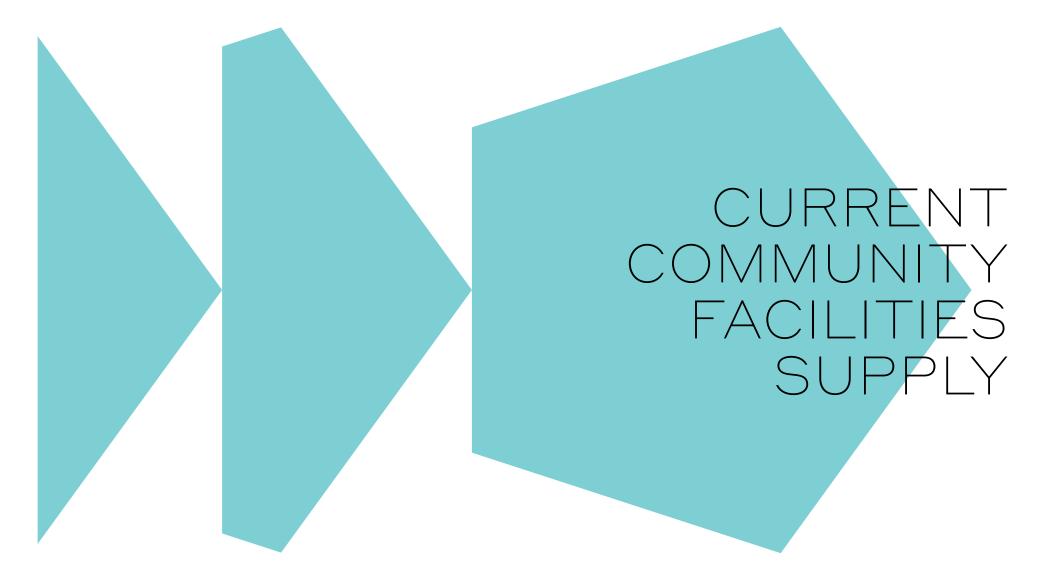
- Any improvements or upgrades to community facilities must respond to the changing demographic needs, shifting trends and social disruption.
- The facilities which are heritage listed are difficult to adapt and sometimes changes to these facilities can be unsympathetic
- Cleanliness and waste disposal is an issue at some of the unstaffed venues.
- Funding due to high costs, limited budgets and capital investment.

4.1.5 Opportunities for consideration in the development of the CFS

- Placemaking principles are central to the success of community facilities. Community facilities that contribute to a sense of place add to the offer of a destination. Community facilities contribute to the social cohesion in the LGA.
- Improving the activation and utilisation of existing facilities through staffed and non-staffed models, and/or changing operations hours.
- Provide a combination of multi-purpose and specific use facilities to cater for both a variety of uses and particular activities.
- Improve the accessibility of older venues to ensure they cater for the needs of the community.
- Some facilities require significant upgrades to encourage usage. These lack air conditioning, heating, Wi-Fi, changing facilities and AV equipment. However, there are adult changing facilities at the Gunyah and Cooper Park Community Hall.
- Improving the cleanliness and rubbish maintenance

of facilities may assist in attracting more users.

- Activities and services available is the second most important factor for the community in determining usage. Therefore, if upgrades may take some time, consider opportunities to introduce new or improved activities or services. There are opportunities to introduce programs across a range of areas of interest arts, cultural, physical and social activities would all be popular.
- Improve technology fast wi-fi facilities, Skype facilities and enhancing digital connectivity.
- Improving communications and marketing approaches would increase awareness and usage.
- Simplify and digitise the booking process. This
 might include the online booking system and a
 keypad entry access to venues (or key lock). This
 would also free up time for Venues Coordinator
 to manage and action issues or problems with
 facilities.
- Consider new delivery and funding options through partnerships with local business and community organisations.



5.1.1 Existing facilities

There are 20 existing and 1 proposed community facilities distributed across Woollahra which are owned and/or managed by Council. A list and brief description of each Council community facility is show opposite.

Figure 3 shows the distribution of community facilities across Woollahra.

Legend

- Libraries
 Current Provision 3
- Local Community
 Facilities
 Current Provision 14
 (Proposed 1)
- Creative and Cultural Facilities Current Provision – 3



Watsons Bay Library

A small public library space co-located with the Watson Bay Tea Rooms.



Paddington Library

Located within the Paddington Town Hall and operated under a joint agreement between City of Sydney and Woollahra Council.



Woollahra Library at Double Bay

Council's flagship library operating over 3 levels and located at heart of the Double Bay shopping centre.



Hugh Latimer Centre

A well located 3 level centre housing a preschool, Sherbrooke Hall and Council's rangers offices.



EJ Ward Paddington Community Centre

A two storey building comprising a number of spaces including a shared courtyard, small office rooms and larger multipurpose rooms distributed across the two levels.



Canonbury Cottage

Features a kitchen and small open room and two upstairs offices. Located within McKell Park.



Holdsworth Community Centre

A community centre comprising offices, meeting rooms and large activity rooms. Recently renovated to make the outdoor playground accessible.



Gaden Community Centre

Located in Gaden
Reserve, the seniors
focused building includes a
commercial kitchen, large
upstairs room with cafe
and stage area. Meals on
Wheels operates from
lower level.



Rose Bay Cottage

Located on the grounds of the Woollahra Golf Club and comprises a small indoor play area, kitchen and a natural grassed area.



The Gunyah

A historic sandstone building in Watsons Bay with a kitchen, two rooms and an outdoor deck area.



Cooper Park
Community Hall

Located within the grounds of Cooper Park, the facility includes a large hall, 2 smaller rooms, kitchenette, toilets and upstairs mezzanine level.



Sir David Martin Reserve Cottage

A small heritage building, located within the Sir David Martin Reserve and adjacent to Rushcutters Bay.



Cross St Studio 1

A small community space consisting of one open room, a kitchen and two offices and can accommodate up to 30 people. Co-lcoated with the Double Bay Early Childhood Health Centre.



Double Bay Early Childhood Health Centre

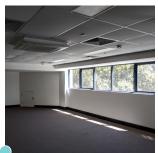
Small waiting room and 2 small offices. Public toilets accessed via hallway on same level.
Co-located with the Cross Street Studio.



St Brigid's

First floor to hold art exhibitions, community programs and artists talks (renovation underway).

Ground floor use to be determined



The Bay Room

The space is located within the car park on the first floor above the Cosmopolitan Shopping Centre. The venue consists of one large room that accommodates up to 60 people and has a new kitchen and toilets.



Paddington Early Childhood Health Centre

Single story brick cottage comprising medium sized waiting room at front entrance, 2 x consulting rooms.



The Drill Hall, the Studio and Sail Loft

The Drill Hall features a semi-sprung dance floor with Tarkett overlay and 3 metre drop black-out drapes. It can accommodate up to 150 people with an adjoining a small kitchen, green room, office and amenities. The Studio is located on the first floor and consists of 3 small interconnected rooms.



Vaucluse Bowling Club

A brick building consisting of a large hall, storage rooms, commercial-size kitchen, toilets, caretakers flat and 2 bowling greens. The bowling green is not part of the hire space and must be booked through the Club.

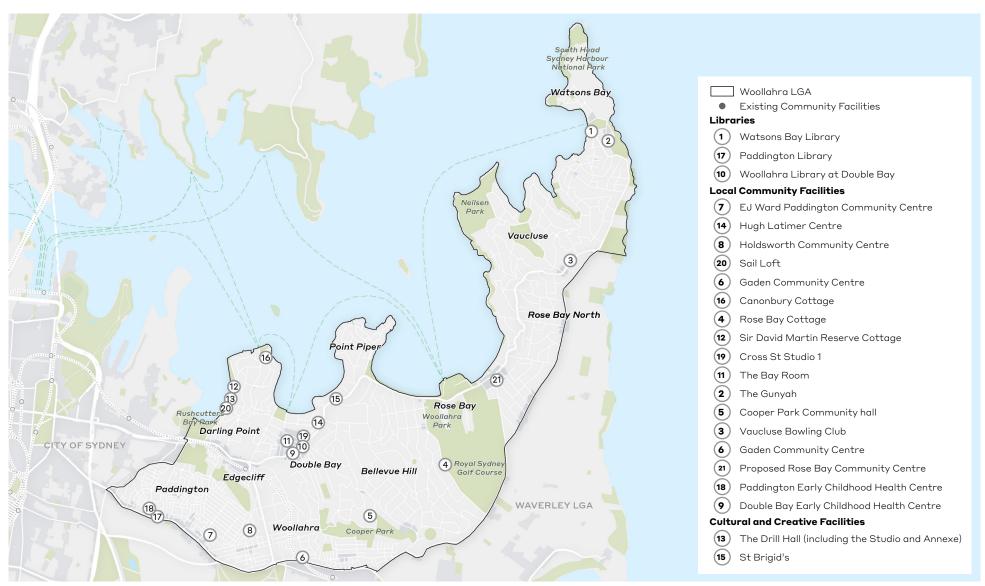


Figure 3. Existing community facilities in Woollahra Source: Ethos Urban

5.1.2 Utilisation

Council's current network of community facilities are used for a range of activities, events and gatherings (see **Figure 4**). There are 10 facilities available for community use and hire, excluding bookable spaces in Woollahra Libraries.

Council's venues for hire are used for a range of different activities including:

- Children's parties;
- Social gatherings;
- Dance and performance development;
- Small groups;
- Meeting rooms;
- Weddings;
- Recreation and exercise classes; and
- Workshops.

Table 5 summarises the typical users across Council's network of existing facilities and identifies the venues available for hire.

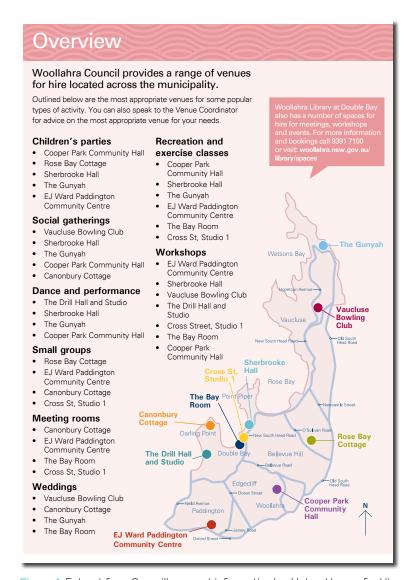


Figure 4. Extract from Council's current information booklet on Venues for Hire.

Table 5 - Typical users and usage

| Facility | Typical Users | Available for Hire | Facility | Typical Users | Available for Hire |
|-----------------------------------|--|--|--|---|---|
| Watsons Bay Library | Local residents from Woollahra LGA | N/A | Hugh Latimer Centre | Council Rangers; Woollahra Preschool. | Sherbrooke Hall available for hire |
| Woollahra Library at | Local residents from Woollahra LGA Residents from adjoining | Open to public and spaces are available for hire. | na availala fa a bira | Dance groups and gymnastics Children's Birthday parties | |
| Double Bay | municipalities Residents and visitors from greater Sydney | | Rose Bay Cottage | Holdsworth: Children's birthday parties: | Yes |
| Paddington Library | Local residents from Woollahra and City of Sydney | N/A | Sir David | Playgroups and children's activities South East Community Connect | No, exclusively used |
| Sail Loft | Sailing disability groups | No, exclusively used | Martin Reserve Cottage | dementia day program users | |
| Canonbury Cottage | 50+ Fitness Artist Book club Weddings in conjunction with McKell park | Yes | The Bay Room | Exercise and dance groups; Workshops Meditation groups; and Pre-natal yoga | Yes |
| Cooper Park Community hall | Miroma; Children's birthday parties; Art classes; Dance school and exercise classes; | Licence agreement in place however available for hire outside licence hours. | The Gunyah | Miroma disability day program users Children's birthday parties Outdoor wedding wet weather backup | Licence agreement in place however available for hire outside these hours. |
| | Meditation groups. | | Vaucluse Bowling Club | Vaucluse Bowling Club Active8kids | Yes |
| Cross St Studio 1 | 12 step programs; New parent's group; and Meditation groups. | Yes | | Martial Arts 12 step programs | |
| EJ Ward Paddington | Artists in residence program; Music classes and art groups; | Yes | Double Bay Early Childhood Health Centre | NSW Health | No, exclusively used |
| Community Centre | Exercise classes. Language classes | | Paddington Early Childhood | NSW Health | No, exclusively used |
| Gaden Community Centre | Holdsworth Community Centre program users | Exclusively used, however spaces are available for hire. | Health Centre St Brigid's | Community; and Artists | N/A at this time |
| Holdsworth Community Centre | Holdsworth Community Centre program users | Exclusively used and spaces are available for hire. | The Drill Hall & the Studio | Critical Path; and Music, dance, drama and creative groups. | Yes, when not in use by Critical Path (Drill Hall). The Studio available for hire |

Hire Request Analysis

Council receives many requests to hire venues for a range of different uses that cannot be accommodated.

Analysis of requests made via email between 2018 and 2019 (to date) show that the majority of unmet requests are for:

- Children's birthday parties
- Other arts or cultural activities
- Health and wellbeing activities
- Other community activities

Table 6 summarises the types of requests for activities received by Council.

A review of this data indicates that the majority of requests that were turned away could not be accommodated for the following reasons:

- The venue requested was not available on the required day or time;
- Requests made were not compatible with Council's facilities due to size, need for in-house catering and bar facilities;
- Activities were not permitted at preferred venues.

Notably, children's parties are permitted in several of Council's existing facilities and reasons for requests being denied were largely related to lack of availability at the time of booking.

Of the requests that were unable to be accommodated, the venues that were most sought after were:

- Vaucluse Bowling Club (31 requests)
- Cooper Park Community Hall (26 requests)
- The Drill Hall (23 requests)
- Sherbrooke Hall (15 requests)

Overall, the majority of inquiries where requests could not be met (total of 50), did not have a preference for which venue they hired or were flexible with their venue choice (refer to Figure 4).

A review of other facilities and uses that are not currently represented include:

- Co-working or dedicated study spaces;
- Dedicated community gallery space (note the pending renovation of St Brigid's);
- Food preparation or food training;
- Modern large-scale function space; and
- Purpose built music practice or studio space.

Table 6 - Requests for Hire by Activity(turned down) 2018 - 2019 (email requests only, phone calls not recorded)

| Classification | Types of activities requested | No .of Requests |
|------------------------------------|--|--------------------|
| Children/youth party | Kids parties | 37 |
| Other arts or cultural activities | Art classes, musical rehearsal | 20 |
| Health and well- being activity | Exercise classes, yoga events, group fitness | 17 |
| Other community activity | Catering activities, business activities | 12 |
| Meeting/seminar | Various types of meetings | 13 |
| Engagement or wedding function | Wet weather backup wedding or engagement party | 12 |
| Private function | Party or function, school reunion | 13 |
| Adult Party | 21st, 30th and other milestone birthdays | 10 |
| Dance | Ballet classess, latin dance classes | 10 |
| Youth program | Holiday camps, family activities | 10 |
| Workshop | School workshops | 10 |
| Corporate events | Networking events, product launch | 8 |
| Bowling party | Lawn bowls party | 7 |
| Photography | Film shoot | 2 |

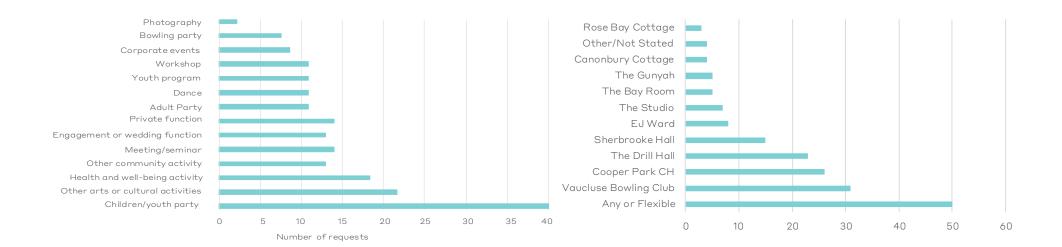


Figure 5. Requests for Hire by Activity(turned down) 2018 – 2019 (email requests only, phone calls not recorded)

Figure 6. Requests for Hire by Venue (turned down) 2018 – 2019 (email requests only, phone calls not recorded)

5.1.3 Management Models and User Types

There are a range of management and tenure models applied across Council's community facilities. Among the many services and organisations that use Council's facilities, there are key users which support the Woollahra community. Several of these users provide essential support services which assist various community groups such as disabled persons, seniors, families and youth.

There are currently 4 management models:

- **Council managed** Council provides and manages the activity or program from the facility – e.g. Woollahra Libraries and Preschool
- Long term community lease provides exclusive use of the facility to a community organisation - Holdsworth Community has ongoing exclusive leases for Holdsworth Community Centre and Gaden at no cost
- Fixed term licence agreements e.g. where select community organisations hold a licence to occupy spaces for a fixed fee and period (usually 5-10 years) during designated hours. This enables the use of some of the facility by other groups outside the licence hours.

- Hire of the venue, managed by Council:
 - Regular hirers: Community organisations, groups or individuals that hire a facility at a set time and day, usually each week.
 - Casual hirers: People who hire venues for one-off functions (less than 12 occasions in a calendar year).

Venue hire fees are calculated on a sliding scale depending on the type of organisation or individual seeking to hire a facility. For example, not for profit organisations and local community groups are charged lower fees than corporate or private organisations. Council adopts the following fee structure (in order from lowest fees to highest fees):

- Community groups and not for profit organisations
- Community arts and recreation (open to the public)
- Private use (not open to the public)



6.1.1 Assessment Methodology Overview

Planning for future provision of community facilities is essential to support a healthy and sustainable community. This Study sets out the findings of a community needs analysis that has been methodically undertaken to help understand the gaps in provision and inform the recommendations for future provision. Although this assessment has focused on Council owned and/ or managed assets, it is important to consider and appreciate the role of other facilities, both within and outside Council, which play a supplementary role in supporting the existing social infrastructure network.

Opportunities for innovation are outlined in Section 9.0 of this report which present a range of ideas and initiatives that could assist Council enhancing, activating and expanding its existing network of facilities, including through partnerships and collaboration with local businesses and other organisations within and around Woollahra LGA.

This chapter outlines the methodology used to assess the existing provision of community facilities in Woollahra LGA, including:

- Introduction of benchmarking guidelines used to assess the quantum and distribution of existing community facilities based on geographic catchments and population sizes.
- **Defining the assessment catchments** the geographical areas used to assess existing community facilities
- Qualitative assessment the strategic and best practice principles used to assess the qualitative aspects of existing facilities including usage, suitability, condition and location.
- Applying the benchmarks and quantitative assessment – application of the assessment methodology to identify gaps in provision and to determine strategic priorities and recommendations for future supply.

6.1.2 Benchmarking Guidelines

Benchmarks are a tool to provide guidance on the quantum, size and location of community facilities in a given area, in relation to population size and geographic catchment.

This study groups Woollahra's community facilities into five categories as follows:

- Integrated multipurpose facilities
- Local community facilities
- Libraries
- Early Childhood Health Centres
- Cultural and creative facilities.

Table 7 provides a description of each typology, the relevant target provision and floorspace guide.

A note on sources: These benchmarks have been developed by social planning professionals at Ethos Urban, based on a range of sources, including established benchmarks applied in contemporary social planning practice.

Table 7 - Benchmarking standards and definitions

| Facility category | Definition | Target provision | Guide for floorspace | Source |
|--|--|--|---|----------------|
| Integrated Multipurpose Facilities | A large multipurpose community facility that is a focal point for the local community. It is delivered through a single building/site or a cluster of proximate buildings/sites and is typically integrated or co-located with other facility types within the network (e.g. library, indoor recreation facility). This type of facility provides a series of adaptable programming spaces for use by diverse sectors of the community, and may include a range of other spaces and uses as appropriate to meet community needs, e.g. access to support services, information and referral, and spaces for lifelong learning, active living, arts and creative programs. Integrated multipurpose facilities should be accessible on a walk-in basis and provide opportunities for spontaneous interaction among diverse members or sectors of the community. These facilities generally include an "anchor" such as a library or recreation centre. | Minimum 1 Integrated Multipurpose Facility per approx. 20,000 to 30,000 residents | Minimum floorspace of 2000m², aiming for at least 2500m² where possible, increasing with the size of population | Ethos Urban |
| Local Community Facilities | This category includes a range of facilities that do not meet best practice standards in terms of multipurpose facilities that are large (+2000m²) and adaptable. It includes facilities that are small, localised and/or predominantly single use or specialised but provide no space for casual social interaction. For example: seniors centres, town halls, scout halls | Between 3 to 4 local community facilities per approx. 20,000 to 30,000 residents | Minimum floorspace per facility of 400m², increasing with the size of the catchment's population. | Ethos Urban |
| Community halls | Community halls provide a mix of meeting spaces from small group rooms to larger halls for bigger events. | 1 per approx. 20,000 residents | Approximately 250 - 300m² per facility | _ |
| Community meeting rooms | These facilities provide a space for a range of small, local level events and programs that meet the social, educational, cultural and recreational needs of the community. Community meeting rooms can include classrooms, meeting spaces, kitchen and admin areas. | 1 per approx. 10,000 residents | Approximately 50 - 250m² per facility | _ |

| Facility category | Definition | Target provision | Guide for floorspace | Source |
|--|---|--|--|----------------------------|
| Other | | | | |
| Early Childcare Health Centre | Early Childcare Health Centres are state-run services which provide a range of medical and health related services to women and families. | There are no established benchmarks for early childhood health centres. NSW Health assesses demand for early childhood health centres and services based on demographic analysis, and the proportion of 0-5 year olds in a local area. Therefore, this study notes the supply of Early Childhood Health Centres in Woollahra LGA but does not assess existing or future gaps in provision. | | |
| Libraries | Libraries may be standalone facilities, although they may be integrated as part of larger integrated multipurpose facilities, where they typically form the anchor facility. | Minimum 1 branch library per approx. 20,000 to 30,000 residents, based on NSW State Library standards applied to this population size | Minimum floorspace for branch library of 1500m² | State Library of NSW |
| Regional libraries | A regional or central library provides the main library service for an LGA or a region and requires additional floorspace for its large collection, range of services and back workroom activities and storage. | 1 per LGA or region | 28m² per 1,000 people for populations of 100,000 residents or more (i.e. a 2,800m² library for a population of 100,000 residents does not include additional space for central library functions). | _ |
| District libraries | Library located in a district centre that includes a significant resource collection both in books and media, as well as IT facilities, programming space and/or a variety of open areas for social interaction and relaxed reading. | 1 per approx. 50,000 residents | 39m² per 1,000 people for populations of 20,000 - 35,000 residents; 35 m² per 1,000 people for populations of 35,001 - 65,000 residents | _ |
| Cultural and Creative Facilities | This category includes a range of creative and cultural facilities including maker spaces accessible to the public, space for professional artistic development (e.g. rehearsal rooms, artist studios) and spaces for performance/audiences (e.g. theatres, cinemas, exhibition space). | There is no best practice benchmark for assessing cultural and creative facilities. This Study recommends some provision of these facilities in accordance with community need and demand. These facilities might be typically located within an integrated multi-purpose hub. | | N/A |

Source: Ethos Urban

6.1.3 Defining the Assessment Catchments

Defining geographical catchments is an important stage of the assessment process, as it enables a more nuanced approach to analysing community need. In determining the catchments, a number of factors were taken into consideration including demographics, urban form, place and character and accessibility.

Three catchments have been developed for this community needs analysis – in collaboration with Council's project team – are as follows:

- Western Catchment;
- Central Catchment; and
- Eastern Catchment.



It is noted that the Population Projections 2016 provided by the Department of Planning and Environment (DPE) only publish population forecasts at the LGA level. Additionally, forecast population data for Woollahra LGA is not available via the existing community profile sources provided by Profile id.

In the absence of this data, this study has calculated the average annual growth rate as specified by the DPE Population Projections and applied this growth rate to the community profile figures provided by Profile .id to determine the indicative small area catchment populations to 2026.

Population forecasts provided in this assessment are indicative of future population growth based on existing data sources. Given the relatively low level of population growth both municipal wide and within each catchment, it is considered that any changes to future population data will not significantly impact or influence the priorities or recommendations of this study.

Refer to Figure 7 for a map of the assessment catchment overlaid with existing community facilities.



Western Catchment

Population (2018):

• 22,080

Indicative Population (2026):

• 22,324

No. Facilities:

• 5



Central Catchment

Population (2018):

• 22,608

Indicative Population (2026):

• 22,858

No. Facilities:

• 11



Eastern Catchment

Population (2018):

• 14,263

Indicative Population (2026):

• 14,421

No. Facilities:

• 4

1 proposed

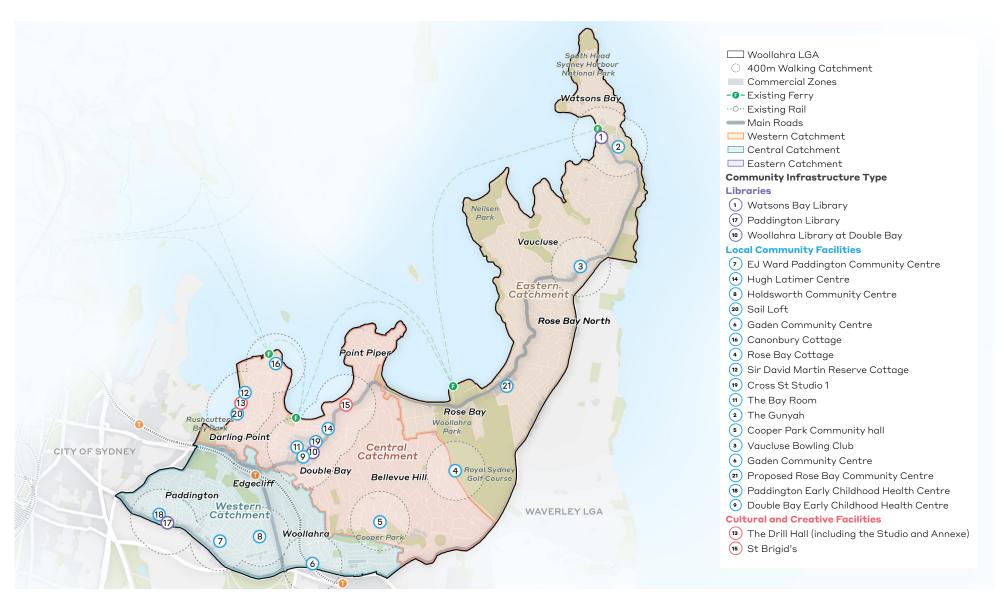


Figure 7. Assessment catchments and existing community facilities Source: Ethos Urban

6.1.4 Qualitative Assessment of Community Facilities

A qualitative assessment of Council's existing community facilities has been undertaken in line with best practice utilisation, suitability, condition and location requirements. These best practice criteria have been developed by social planning professionals at Ethos Urban, based on a range of sources, including established assessment principles applied in contemporary social planning practice.

The qualitative assessment has been undertaken in reference to the following four categories:

- Utilisation;
- Suitability;
- · Condition; and
- Location.

A detailed matrix of the findings each facility as assessed by the relevant criteria are provided in **Appendix C.**



Utilisation

Utilisation relates to the frequency, duration and diversity of uses and users within community facilities. Utilisation of a facility is influenced by a range of factors such as opening hours, availability for hire, convenience and appeal of the facility to the community. This criterion is about how well a facility is utilised and can also be used as one measure of demand and need



Suitability

The suitability of a community facility relates to a broad range of factors that contribute to determining whether a building is 'fit for purpose'. Best practice assessment of community facilities advocates for multiuse and multipurpose spaces that can be adaptive to changing community needs, users and activities. In this assessment, the following criterion have been considered:

- Universal design and accessibility for all
- Design and functionality of the internal and external spaces
- Flexibility of the space and/or facility.



Condition

Condition is an important qualitative criterion which considers both internal and external condition and can directly influence capital works programs and priorities. Condition of a community facility can also be measured through visual amenity and aesthetic quality. In this assessment, the following criterion have been considered:

- Age of the facility
- Safety of the facility and CPTED principles
- Maintenance level (i.e. well maintained)
- Visual and aesthetic qualities



Best Practice Provision

Location

Location relates to a range of design, geographical and spatial attributes that influence both the usage of a facility and community perceptions, Best practice community facility provision seeks to provide high quality local community facilities within easy walking distance of residents (i.e. 400m-800m). In this assessment, the following criterion have been considered:

- Visual prominence and ground floor address to the street, reserve or open space
- Integration with the site and surrounding context
- Proximity to other services and community facilities
- Accessibility by public and active transport
- Availability of parking spaces

6.1.5 Strategic Principles

A suite of strategic best-practice principles has also been developed to guide the future provision of community facilities in Woollahra. These principles have been informed by feedback from stakeholders throughout the engagement process in collaboration with Council staff. They should be considered when upgrading, refurbishing or considering new community facilities across Woollahra.

An <u>inclusive</u> network of community facilities

Community facilities are welcoming of and accessible by all members of the community regardless of age, physical/mental ability or socio-economic status. Spaces are designed and fees are structured to reduce barriers to access to the facilities themselves and the programs, activities and services operating in them.

2 A <u>well located</u> and <u>integrated</u> network of facilities for all

Community facilities are provided as a network of interconnected facilities, each of which plays a role in the whole. All people in the community have equitable access to local community facilities, services, programs, spaces and amenities in convenient locations. Facilities located close to public transport, town centres, retail shops and businesses become focal points for local communities, enhancing community identity and improving community cohesion and connection.

3 Adaptable and multipurpose places and spaces

Community facilities and other social infrastructure types are flexible in their form, function, programming and management, so they are responsive to changing community needs and social trends. Facilities and spaces that are multipurpose (where appropriate) and co-located with other social infrastructure and services are responsive to communities' changing needs.

(4) Socially, culturally, environmentally, and economically <u>sustainable</u>

Community facilities provision in Woollahra is recognised and prioritised to sustain social wellbeing and diversity, economic sustainability, and the environmental health. Innovative models of infrastructure delivery support financial sustainability over the long term. New facilities are environmentally sustainable and delivered in locations that promote active and public transport use.



Community facilities are designed and delivered in a way that creates high quality spaces for communities to connect, create, learn and socialise. Spaces and places designed with communities in mind supports them to flourish.

6 Welcoming and grounded in community character and identity

The Woollahra community is diverse, with a wide range of age groups, cultural and linguistic backgrounds, income levels, household types and lifestyles. Community facilities reflect local character and community identities and values, providing welcoming environments for people to come together.

7 Informed by <u>community values</u>, aspirations and changing needs

Community engagement is key to planning and developing community facilities that reflect community needs and aspirations, including new ways of living, working and recreating. This includes actively engaging with communities to understand changing patterns of use and delivering appropriate infrastructure for the future.

8 Inspiring an urban environment which is innovative, active and healthy

Providing the spaces, places and connections that enable residents to be active, connect with nature, connect with each other and participate in recreation and community life is the single most important investment for a city. This infrastructure forms the foundation for urban health and contributes to the social, physical and economic wellbeing of Woollahra's communities.

6.1.6 Applying the Benchmarks

Benchmarks provide a numeric analysis of community need based on a prescribed set of best practice principles. They are a tool to provide guidance on the quantum, size and location of community facilities in a given area, in relation to population size and geographic catchment. Benchmarks provide guidance on a good level of facilities provision, which we use in the context of our broader understanding of an area, which takes into account a rich range of qualitative information and standard best practice audit criterion as identified above (i.e. utilisation, suitability, condition and location).

Benchmarks are not a one-size-fits all tool and they need to be used with care. It is important to note that benchmarks represent only one aspect of Woollahra's broader decision-making process and always should be evaluated against other qualitative measures such as usage, condition and strategic priorities.

When undertaking the community needs analysis and applying the benchmarking standards, relevant considerations for this Study are:

- There are lower levels of population growth forecast to 2026 and beyond in parts of the LGA than typically envisaged by the benchmark standards;
- Standards do not consider other community facilities that are not owned or managed by Council (e.g privately operated);
- Standards do not take into account population density and distribution of people across a geographical area nor do they consider geographical barriers to access (e.g major roads, distances between facilities);
- Standards do not take into account the condition or utilisation of a facility.

The guiding benchmarks presented in **Section 6** have been applied to this assessment.

The following Chapter provides a comprehensive analysis of community facilities supply and demand across three catchments – Western, Central and Eastern – which have been designated in collaboration with Council on the basis of established benchmarks for provision, across particular geographic areas and population sizes.

The overall findings of the catchment-by-catchment analysis are synthesised as a holistic summary to inform Council's future provision strategy and priorities contained in **Section 9**.



7.1 Western Catchment

Key Findings

There are a range of community facilities across the Western Catchment, including one library, three local community facilities and one early childhood health centre. These facilities are concentrated in the suburb of Paddington.

While some facilities in this catchment are high quality and recently refurbished (e.g. Gaden Community Centre), other facilities are relatively small and will require significant upgrades to improve their utilisation and flexibility (e.g. EJ Ward Community Centre).

Analysis of forecast population growth and the demographic profile of the area indicates that although the catchment's need for local community facilities is currently being met, there will be a future need for a multipurpose community facility within this catchment in the next ten years. Additionally, the future of the Paddington Library is currently uncertain. If this library ceases to operate after the joint agreement ends in 2021, there will be a gap in library provision across the catchment. Planning for future library provision in this catchment will require a proactive approach from Council.

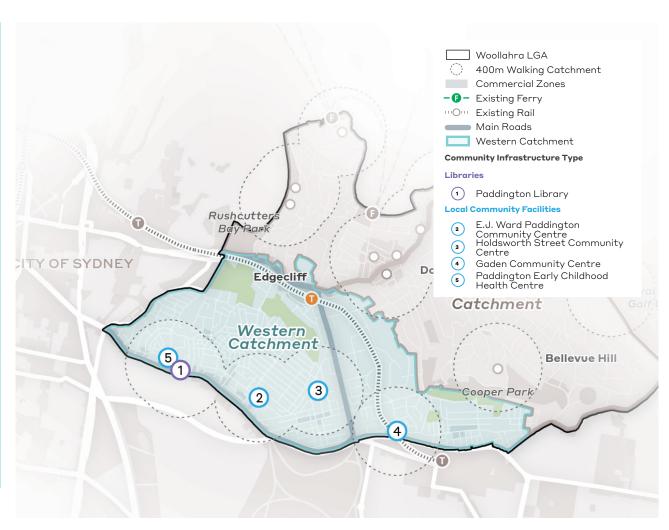


Figure 8. Community Facilities in the Western Catchment
Source: Ethos Urban

Western Catchment

Catchment Summary

Population (2018): 22,080

Indicative 22,324

Population (2026):

No. Facilities: 1 x Library

4 x Local Community

Facilities

Suburbs: Woollahra

Paddington Edgecliff

Quantity and distribution of facilities

There is a total of five community facilities in the Western Catchment as follows:

- Paddington Library;
- EJ Ward Paddington Community Centre;
- Holdsworth Community Centre;
- Gaden Community Centre; and
- Paddington Early Childhood Health Centre.

The distribution of these facilities is shown in **Figure 8.** Facilities are clustered in close proximity to the local centres of Oxford Street, Paddington and Queen Street, Woollahra. Both of these centres are well-connected via buses to public transport, and the facilities are within walking distance of each other.

There are no facilities located within walking distance of the LGAs main transport hub – Edgecliff Station. There may be opportunities to explore the delivery of facilities within walking distance to the station via VPAs associated with the Edgecliff Economic Corridor.

Quality of facilities

The quality and condition of facilities within the Western Catchment is mixed. While some facilities (e.g. Gaden Community Centre, Paddington Library) have recently undergone renovation and refurbishment to meet contemporary provision models, other facilities require significant upgrades to improve their utilisation (e.g. Holdsworth Community Centre, EJ Ward Community Centre).

Improvements to the quality of some existing facilities would increase their potential to be programmed as a network of high-quality spaces to meet a broad range of community needs. In particular, Holdsworth Community Centre and EJ Ward Community Centre are not suitable for contemporary service provision models. For example, stakeholder consultation with the key tenant at Holdsworth Community Centre identified that improvements to the building fabric, and enhanced flexibility of the space would enable a broader range of activities to be provided from this facility. Similarly, EJ Ward Community Centre requires significant accessibility upgrade to ensure it is accessible to a broader range of users. It is noted that the facility is being upgraded currently to install a new lift accessible toilets and increase general accessibility within and around the building.

A comprehensive assessment of the quality of these facilities is included in **Appendix B.**

7.2 Central Catchment

Summary Findings

The Central Catchment – including the suburbs of Double Bay, Darling Point, Point Piper and Bellevue Hill – has a relatively high number of community facilities, and is well provisioned with community facilities floorspace. Many of these facilities are concentrated around the Double Bay local centre, which is well served by public transport, and central to the catchment. Many of these facilities are walkable to each other. The Central Catchment also provides two creative and cultural facilities and is therefore reasonably well provided for.

This catchment has been the focus of investment for Woollahra Council's investment in community facilities. The Woollahra Library at Double Bay was opened in 2016 and is an exemplar of high-quality community facility provision.

Although there is a relatively large number of well-distributed community facilities across this catchment, there are significant opportunities to enhance the flexibility of some existing local community facilities to facilitate a broader range of uses. For example, Cooper Park Community Hall may offer an opportunity to enhance facility utilisation in the southern part of the catchment.

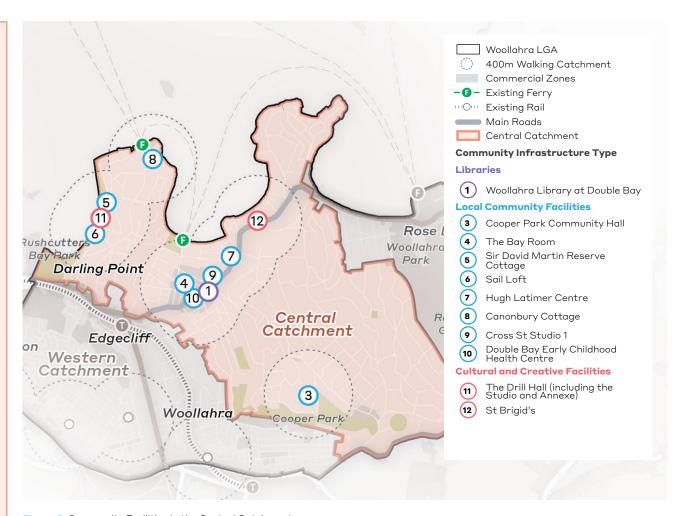


Figure 9. Community Facilities in the Central Catchment Source: Fthos Urban

Central Catchment

Catchment Summary

Population (2018): 22,608

Indicative 22,858

Population (2026):

No. Facilities: 1x Library

8 x Local

Community Facilities

2 x Cultural and Creative Facilities

Suburbs: Bellevue Hill

Double Bay
Point Piper
Darling Point

Quantity and distribution

There is a total of 11 community facilities distributed across the Central Catchment as follows:

- Woollahra Library at Double Bay;
- Cooper Park Community Hall;
- The Bay Room;
- Sir David Martin Reserve Cottage;
- Sail Loft;
- Hugh Latimer Centre (Sherbrooke Hall);
- Canonbury Cottage;
- Cross Street Studio;
- Double Bay Early Childhood Heath Centre;
- St Brigid's;
- The Drill Hall and Studio.

6 of these facilities are concentrated in Double Bay, many along New South Head Road, as shown in **Figure 9**. New South Head Road is well-serviced by bus routes, and many of the facilities along this public transport spine are walkable to each other. The remaining facilities are located in harbourside parks

Quality of facilities

Community facilities within the Central Catchment have mixed levels of quality. Some facilities are recently built or recently refurbished, such as Sherbrooke Hall and Woollahra Library at Double Bay. The Library is very high quality and well utilised, and its iconic design has attracted users from across and beyond the LGA and the catchment. In contrast, other facilities are small, have limited utilisation or are inflexible for a range of uses for example Canonbury Cottage (limited range of uses) and the Studio (low usage).

There is a mix of more flexible facilities that are designed to accommodate a range of uses, and facilities that are smaller and older, in some instances, heritage listed. Other facilities are currently used for very specific activities (i.e. the Drill Hall, Double Bay Early Childhood Centre) and there will be opportunities to expand the range of uses of these spaces in the future.

Hirers in this catchment also raised the issue of maintenance as a key concern and have noted that relatively small upgrades could considerably improve the usability of the facilities.

7.3 Eastern Catchment

Summary Findings

The Eastern Catchment comprises the suburbs of Rose Bay, Vaucluse and Watsons Bay.

There are four community facilities across the Eastern Catchment, including a library and three local community facilities. Some of these facilities are small, inflexible spaces and frequently underutilised. Some facilities are located within town centres, but others are in more isolated locations. A key asset of these community facilities are their harbour views.

Two of the facilities in this catchment are heritage listed. While the character of these facilities is strongly valued, their heritage status constrains future use and expansion.

Existing provision of local community facilities within the catchment is generally meeting demand however benchmarking standards indicate there is a need for a new integrated multipurpose facility. The area is not forecast to undergo significant population growth over the next ten years – however, a new multipurpose community facility is planned for Rose Bay Town Centre.

The focus of the future of these facilities should be around reconfiguring existing uses of the local community facilities to enhance their utilisation and adaptability to emerging needs.

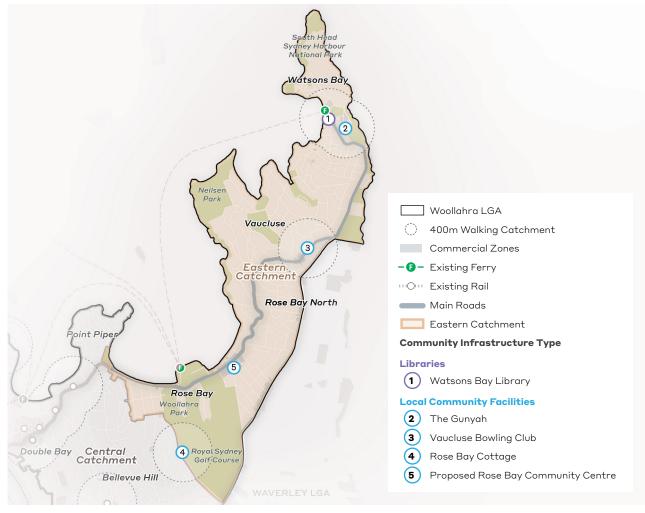


Figure 10. Community Facilities in the Eastern Catchment
Source: Ethos Urban

Eastern Catchment

Catchment Summary

Population (2018): 14,263

Indicative 14,421

Population (2026):

No. Facilities: 1x Library

3 x Local Community

Facilities

1x proposed facility

Suburbs: Rose Bay

Vaucluse

Watsons Bay

Quantity and distribution

Unique to the Eastern Catchment is the collection of local 'villages' and activity centres which contribute to the local identity and character of the catchment.

There is a total of four community facilities distributed across the Eastern Catchment as follows:

- Watsons Bay Library;
- Rose Bay Cottage;
- The Gunyah; and
- Vaucluse Bowling Club.

It is noted that Council have resolved to develop a Community Centre in Rose Bay (proposed) as part of the 2011 study.

These facilities are shown in **Figure 10**. These facilities are dispersed across the catchment, and (apart from the Vaucluse Bowling Club) are not generally located within local centres. Most of the facilities are not within walking distance of each other, and due to the geography of the catchment, are reasonably isolated.

Quality

Facilities within the Eastern Catchment tend to be smaller and older-style facilities. The facilities are generally inflexible and have limited utilisation (e.g. Watsons Bay Library has limited opening hours).

Some of the facilities have attractive views and are located close to the harbour. Hirer interviews have also identified that although the use of some facilities is limited by their heritage status, it also adds significant character and distinctiveness to the facilities.

7.4.1 Other Cultural, Creative and Civic Facilities

Civic

Civic facilities are vital community services comprising police, fire, ambulance and post office services.

Library

Alongside Council's existing library services, there are additional branch libraries operated by neighbouring Councils. In the closest proximity to Woollahra are:

- The Kings Cross Library, Kings Cross
- Waverley Library, Bondi Junction (within the Ron Lander Centre)
- Surry Hills Library

Cultural and Creative

There are a large number of private art galleries distributed across Woollahra LGA. This analysis has identified however there is a limited provision of cultural and creative facilities in Woollahra LGA for emerging and mid-career artists to exhibit. Since the area is home to a large pool of residents within the creative sector, Council can capitalise on existing arts and cultural spaces. Arts and cultural institutions often run events, exhibitions and showcases and there are opportunities to both engage further with these communities to incentivise use of Council's facilities.

Co-working Spaces

Council does not currently provide co-working spaces, but there are a number of privately-run co-working spaces in the LGA.

Analysis has identified 6 co-working spaces provided by private organisations in Woollahra LGA and 10 co-working spaces in neighbouring suburbs. Further discussion about the provision of co-working spaces in Woollahra is contained in **Section 9**. A list of co-working spaces in the area is found in **Appendix E**.

Medical and Health

There are a range of medical and health related services across Woollahra and in neighbouring LGAs. Although medical services are not provided by Council directly, it is important to locate new community facilities in proximity to key services including medical and health related services.

Bondi Junction has the largest cluster of medical services in close proximity and outside Woollahra.

Early Childhood Health Centres

There are two Early Childhood Health Centres located in the Woollahra LGA - in Paddington and Double Bay.

NSW Health provides services in these centres, and they assess demand for early childhood services via a methodology based on demographic analysis of 0-5 year olds in a local area. In 2016, 5.1% of Woollahra LGA residents were aged 0-4 years, a decrease from 5.8% (257 people) in 2011).

Alongside the Early Childhood Health Centres based in Woollahra LGA, there are centres in Waverley, Kings Cross and Bondi. A map of Early Childhood Heath Centres in Woollahra LGA and surrounds is included at Appendix F.



02 Kings Cross Library Source: City of Sydney



03 A Co-working space in Bondi Junction Source: WOTSO WorkSpace

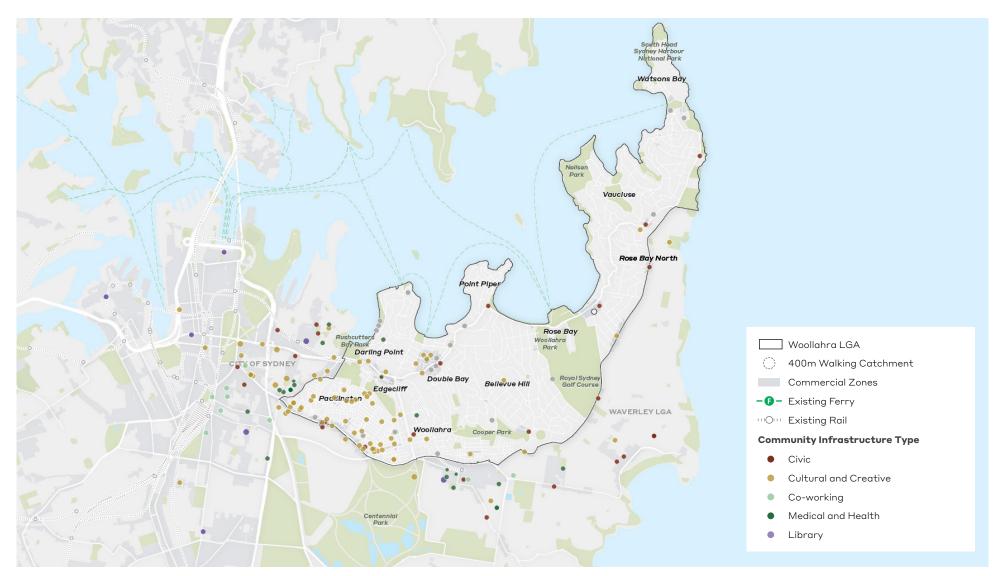


Figure 11. Other community facilities within and adjacent to Woollahra

Note: A full list of facilities within and adjacent to Woollahra LGA is available at Appendix E

7.4.2 Other Local Community Facilities

Clubs

Clubs are important central meeting points within the Woollahra LGA. Club houses often contain a range of spaces for the community to come together. These spaces are often available for hire from general members of the public too. These facilities are vitally important for enhancing the social fabric of communities and connecting people and include:

- RSL Clubs
- Function Centres
- Sporting Clubs (e.g. sailing, bowling)
- Scout Halls

Council can catalyse greater utilisation of clubs within the area such as the Paddington RSL and Double Bay Bowling Club through advertising the venues for hire and the associated advantages of using the spaces. Similar strategies could be applied to Rose Bay Scout Hall and Paddington Scout Hall.

Community Centres and Halls

Neighbouring LGAs provide a range of community centres and halls which are also utilised by Woollahra residents. The Paddington Town Hall is a key example of a facility which provides services, activities and programs for Woollahra residents. Other nearby facilities include:

- Thomas Hogan Reserve Community Hall (Waverley Council
- School of Arts Community Hall (Waverley Council)
- Kimberley Reserve Community Centre (Waverley Council
- Reginald Murphy Hall (City of Sydney)
- Darlinghurst Community Centre (City of Sydney)

Community Gardens

Woollahra Council provides support to the Paddington, Rose Bay and Cooper Park Community Gardens, the communal garden at the Vaucluse Bowling Club and several verge gardens. There is opportunity for Council to support other local gardens in order to facilitate community cohesion and educate the community on sustainability principles.

Council could support community gardens by providing spaces within existing facilities to enable activities such as cooking and urban agriculture which are underpinned by sustainable initiatives.

An example of how Council could achieve this is in the Cooper Park Community Hall. Nearby is the well-established Cooper Park Community Garden. There is opportunity for the Community Halls to co-exist with nearby community initiatives. Such facilities could provide additional gardening space or contain sustainable features such as the Randwick Sustainability Hub.



04 School of Arts Community Hall Source: Waverley Council

Place of Worship

Many churches and places of worship have halls attached which are used for a variety of community activities. For example, the Woollahra Double Bay Uniting Church serves a variety of community activities and events. The Church is used by the Woollahra Philharmonic Orchestra for regular concerts and rehearsals, the Woollahra Public School for band rehearsals and the Woollahra Community Choir. A number of neighbouring places of workshop are distributed along the southern boundary of the LGA.

Some church halls in the area have recently closed, resulting in the loss of hireable spaces and community services, e.g. Rose Bay Uniting Church and Paddington Church of Christ Kindergarten.



05 Cooper Park Community Garden

Source: Supplied

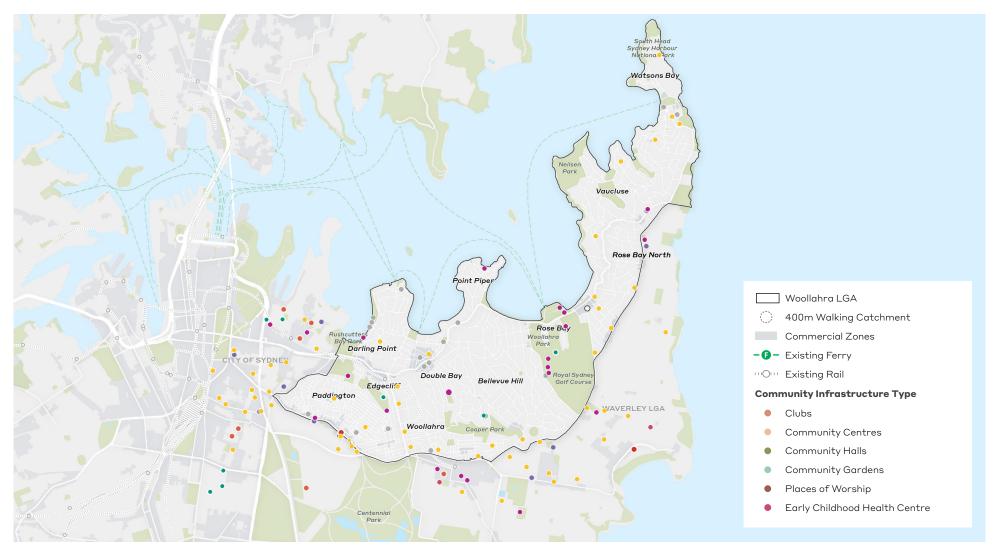


Figure 12. Other local community facilities within and adjacent to Woollahra

Note: A full list of facilities within and adjacent to Woollahra LGA is available at Appendix E

7.4.3 Other Education and Childcare

Child Care

As outlined in the Child Care Needs Study undertaken by Council in 2018, as of July 2018 there are 27 centres providing 1,374 places, including 7 services attached to private schools, 6 that are community-based/not for profit services, and 14 private/for-profit services.

Schools

Schools have a range of facilities and spaces which have the potential to be shared and utilised by the community outside operating hours (i.e. after school hours and on weekends).

Types of facilities typically managed and provided by schools include:

- School halls (generally multipurpose and recreational)
- Libraries
- Performing arts spaces
- Playing fields

Analysis indicates that the following schools currently provide opportunities to hire facilities:

- Scots College
- Rose Bay Public School
- Vaucluse Public school
- Woollahra Public School Hall
- Bellevue Hill Public Primary School
- Kincoppal Rose Bay Junior and Senior School

NSW Department of Education encourages schools to make facilities available for use by the community. NSW Department of Education states the sharing of resources strengthens the partnership between schools and local communities. Council can play a major role in facilitating shared use facilities through partnering with local independent and public schools.

The 'Joint Use of School Facilities and Land' policy is a key opportunity for Council to explore future synergies and partnerships with local public schools to utilise facilities outside hours.

Initial analysis indicates schools with facilities which could be opportunities to explore future partnership/ co-usage potential include:

- McAuley Rose Bay School
- Ascham School
- Cranbrook School
- Kambala School
- Edgecliff Preparatory School
- Chabad Double Bay School
- Double Bay Public School
- Glenmore Public School

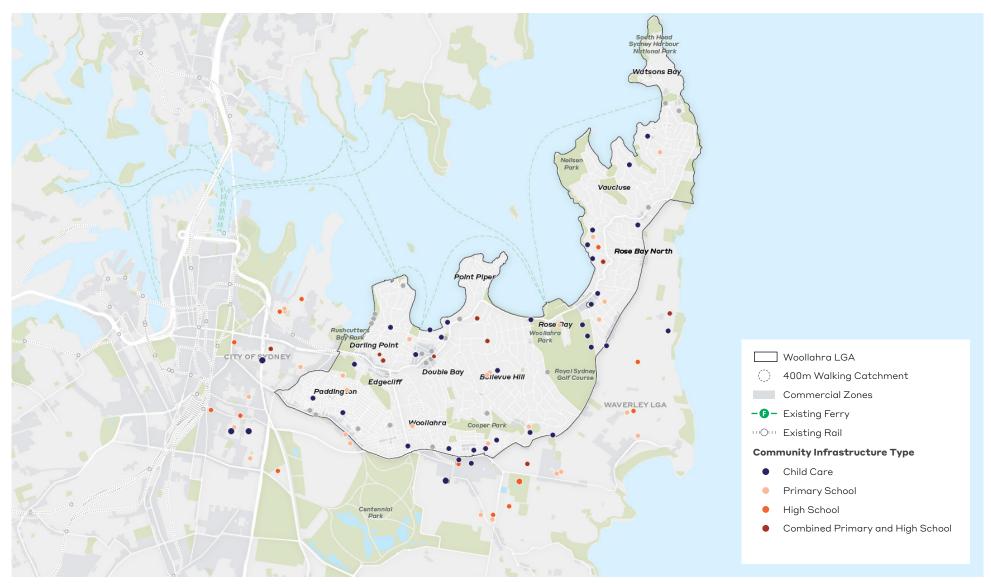


Figure 13.Other education and childcare facilities within and adjacent to Woollahra Note: A full list of facilities within and adjacent to Woollahra LGA is available at Appendix E



06 Vaucluse Bowling Club



This study is intended to guide Council in its decision-making regarding investing in identified priorities to ensure the supply of community facilities in Woollahra continues to meet community needs and aspirations and sustain community wellbeing over the next decade and beyond. The following chapters outline the strategic priorities and opportunities for community facilities in Woollahra, informed by the analysis undertaken in this Study.

There are three strategic components of this study that should be used to guide Council's decision making into the future:

- Vision and Principles
- Strategic Priorities
- Strategic Opportunities

At the request of Council, individual facility recommendations have also been developed to guide the delivery of capital works programming and planning.

Figure 14 summarises the key components of this Study.

Vision and Principles

Guide the future provision, renewal and refurbishment of community facilities across Woollahra LGA.

See Chapter 6.

Strategic Opportunities for Delivery

Identifies the key priorities for Council to evaluate and action over the next 10 years, informed directly by the analysis undertaken in this Study including the supply and demand assessment.

See Chapter 8 (this Chapter).

Strategic Opportunities for Innovation

Additional opportunities to enhance and upgrade the network of community facilities over time, informed by the analysis undertaken in this Study including stakeholder feedback and community engagement.

See Chapter 9.

Facility Recommendations

Individual facility recommendations have been developed in collaboration with Council.

See Appendix A.

Figure 14. Key components of this Study

8.1 Strategic Opportunities for Delivery - Timeframes

Arising from this study is the need for Council to weigh up the identified strategic priorities, to determine its own priorities and plans for delivery. This includes seeking to realise opportunities that arise to meet identified needs through a range of delivery strategies, which may include direct investment through capital works budgets; delivery through development agreements in areas where urban renewal is expected to occur, and delivery through innovative models, such as shared use agreements with other government and non-government organisations.

The key will be confirming the priorities to be delivered within the next decade – as per capital works budget timeframes – and priorities to be delivered over the medium to longer term. Additionally, seeking to deliver on priorities in the most efficient way possible and realising renewal through innovative models which may not always require substantial investment budgets.

The indicative timing for the delivery and sequencing of strategic LGA-wide priorities will be influenced by decisions made in other locations. For example, the provision of a new integrated multipurpose facility in the western catchment may impact on the delivery or upgrade of facilities in other catchments.

The indicative timing broadly relates to the following timeframes.

- Short term: next 1 5 years
- Medium term: next 5 10 years
- Long term: 10 years +

All of these priorities are indicative due to a range of factors that will inform Council's ultimate decisions on the strategic priorities for delivery.

Further detail about each of these priorities is discussed in the following pages.

| Strategic Opportunities for Delivery | Indicative Timing |
|--|----------------------|
| Refurbish and revitalise the ground floor of Hugh Latimer Centre | Short |
| Refurbish and revitalise the ground floor of St Brigid's | Short |
| Revitalise EJ Ward Paddington Community Centre | Short |
| Secure tenure for library in the Western Catchment | Short |
| Upgrade of Cooper Park Community Centre | Short |
| Provide a new integrated multipurpose facility in the Western Catchment | Medium |
| Upgrade Holdsworth Community Centre | Medium |
| Provide new community facilities within the Cross Street car park site | Medium |
| Secure tenure of and upgrade Vaucluse Bowling Club | Medium |
| Provide a new integrated multipurpose facility at Rose Bay | Medium |
| Provide more flexible, adaptable spaces within local facilities throughout the network | Ongoing |
| Provide cultural and creative spaces across the LGA | Ongoing |

8.2 Western Catchment

To support the resident, worker and visitor population of the Western Catchment (comprising the suburbs of Woollahra, Paddington and Edgecliff) over the next decade and in the longer term, new and upgraded community facilities will be required. An overview of the strategic opportunities for delivery in the Western Catchment is provided below.

8.2.1 Secure tenure for library in the Western Catchment

The Paddington Library plays an important role in Woollahra's network of community facilities, directly serving both residents of Paddington and Woollahra but also residents from the neighbouring City of Sydney.

The service is currently operated via a partnership agreement with City of Sydney, and there is a risk that Paddington Library may not be able to continue to operate in its current form beyond 2021 due to uncertainty around the future of this joint arrangement. Should the agreement not be renewed and the service cease to operate, Council's library provision will fall below the minimum benchmark.

Securing tenure for the Paddington Library will require a proactive and strategic response by Woollahra Council to ensure that the supply of library facilities can be maintained across the Western catchment.

If the tenure of this library cannot be secured, then best practice models suggest a new library should be integrated as part of a multipurpose community facility in the Western Catchment.

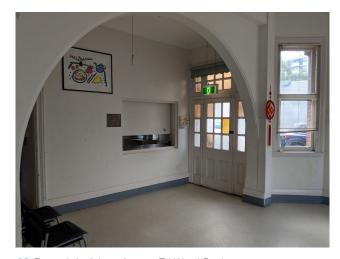
8.2.2 Revitalise EJ Ward Paddington Community Centre

The EJ Ward Paddington CC is an important community asset which has potential for greater utilisation and activation. This study has identified the strategic role of the centre in meeting some of the current and future demand for a variety of community uses (e.g. co-working spaces). Council are currently investing in upgrading the accessibility of the facility by installing a new lift and enhancing bathroom facilities and internal circulation spaces. In the medium term, EJ Ward Paddington CC could play a role in providing refreshed multipurpose, flexible and adaptable space.

In the long term, there are opportunities to revitalise this space and transform the centre into an integrated multipurpose facility, retaining areas for hire as creative spaces, or as a co-working space. However, it is recommended that any major works beyond those planned are not undertaken until Council have certainty on the future of the Paddington Library.



07 Courtyard of EJ Ward Centre



08 Downstairs internal space EJ Ward Centre

8.2.3 Provide a new integrated multipurpose facility in the Western Catchment

A primary and pressing issue revealed through the community needs analysis is the forecast gap in provision in the Western Catchment, which is linked with the uncertainty over the future of the arrangement for the provision of a library in the City of Sydney-owned Paddington Town Hall.

If the arrangement is not renewed, this catchment will in future lack a library and any kind of larger scale integrated multipurpose facility of the kind contemporary benchmarks recommend for a community of that size.

This situation presents additional decisions to be made by Council, given there is a current plan to invest in a new integrated community facility in the Eastern Catchment: a major investment that is unlikely to be able to be delivered in both catchments, requiring a choice to be made.

In this current context, opportunities to deliver new facilities in the Western Catchment will need to be explored. The key opportunity being present in the Edgecliff town centre, the key transport hub in the LGA and a locality where new development is planned. The characteristics of this locality highlight the potential to deliver a library or other facilities as an integrated component of any new mixed-use development of a sufficient scale. This opportunity is one that warrants consideration in the short term, and a clear strategy towards delivery.

The provision of a new integrated multipurpose facility could be located within the Edgecliff Economic Corridor area in partnership with future developers (e.g. via a Voluntary Planning Agreement or joint venture). Future uplift and development in this location over time will increase the pressure on local community facilities and further strengthen the need for a new integrated multipurpose facility.

It is noted that the provision of a new facility does not necessarily need to be located adjacent or within new developments provided there is a demonstrated link and benefit for delivery of a new facility in another location. For example, future development within the Edgecliff Economic Corridor could assist in funding the upgrade or expansion of either Holdsworth Community Centre, EJ Ward Centre or other local community facilities within the Western Catchment.

An additional opportunity exists in this catchment for provision of multipurpose spaces through the upgrade and refurbishment of the EJ Ward Centre in line with relevant heritage requirements. This opportunity is one that may be more realisable in the medium term, depending on development expectations within Edgecliff.

The question of scale will come into decision-making here, and whether a larger facility has the potential to be delivered in either of these locations – bringing attendant opportunities for provision of additional facility types, such as cultural and creative uses.

8.2.4 Upgrade Holdsworth Community Centre

The HCC is well located and highly utilised, however, some existing rooms within the centre do not operate as multi-purpose spaces and are not accessible.

In the short term, internal upgrades are being undertaken to ensure accessibility for clients, however, further upgrades will be required.

In the longer term, there is an opportunity to explore, in consultation with HCC, options for a more holistic renovation of the centre. This longer term renovation could include an expanded building footprint and integration with the surrounding park. There may be potential to include underground parking beneath the redeveloped facility.



09 Holdsworth Community Centre Entrance



10 Holdsworth Community Centre Playground

8.3 Central Catchment

To support the resident, worker and visitor population of the Central Catchment (comprising the suburbs of Bellevue Hill, Double Bay, Point Piper and Darling Point) over the next decade and in the longer term, new and upgraded community facilities will be required in this area. An overview of the strategic opportunities for delivery in the Central Catchment is provided below.

8.3.1 Refurbish and revitalise the ground floor of the Hugh Latimer Centre

Council is currently progressing plans to upgrade the ground floor of the Hugh Latimer Centre, including Sherbrooke Hall (a large, multi-purpose hireable space) and a number of small rooms at the western portion of the site. The upgrades will improve accessibility on the ground floor, including a new accessible bathroom, store rooms and access to a refurbished kitchen. Council has also recently received a grant to extend Woollahra Preschool to include 20 additional places and an outdoor space on the ground level.

In the medium term, upgrades to install wi-fi and AV facilities could also enhance the attractiveness of the space to hirers.

It is also noted that a refurbishment of the upper level (currently used as an office for Council rangers) is also underway.

8.3.2 Refurbish and revitalise the ground floor of St Brigid's

The top floor of St Brigid's is currently being renovated into an exhibition space, and there is potential to re-establish the whole space as a community cultural centre by renovating the ground floor to accommodate creative and cultural uses.

The ground floor of St Brigid's could be refurbished to include a maker space where classes and groups interested in crafts, men's/women's sheds and so on, could meet. The space could also be hired by those wanting to run craft and art classes or hold seminars on creative themes. To enable these uses, storage space, a kitchenette and a wet area is likely to be required.

Longer term uses for St Brigid's could include transforming the space into a community hub, subject to community needs and future demand.

Table 8 - Evaluation of Options for St Brigid's

| Option | Potential Uses | Comment | | |
|---|---|--|--|--|
| Option 1 - Cultural and creative uses | Maker space A new makers space would complement the upstairs community exhibition space and facilitate lifelong learning through an active program of | Focusing the redevelopment of the ground floor around cultural and creative uses would directly support and supplement the proposed community exhibition spaces planned for the upper level. | | |
| | community activities, collaborations and flexible education models. Artist in residence space | The existing building is well suited for such uses with regard to its heritage and environmental setting. | | |
| | Could include a studio/black box, musical rehearsal rooms, adaptable performance space (could be used for workshops and meetings too) or recording spaces. | The provision of new makers spaces or artist in residence spaces would further support creative and cultural uses across Woollahra. This would also be particularly useful should the future role and function of the EU Ward Centre change. | | |
| | The spaces could operate on a range of models including short term leasing or casual hire | That is a solution of the solu | | |
| Option 2 – A new 'best in class' integrated multipurpose facility | Community lounge and lifelong learning space | The provision of a new integrated multipurpose facility would address | | |
| | Building on the Watsons Bay Library Model, this could comprise a variety of mixed use and multipurpose spaces which could be adapted for various | the provisional gap for this type of community infrastructure within the Central Catchment. | | |
| | needs. This could also include an outdoor/alfresco area for seminars, talks, open air cinema or other events. | • Usually an integrated multipurpose facility includes a library at its core. Engagement with library staff has indicated there are new provisional | | |
| | Technology space | models such as bookless libraries. | | |
| | A contemporary model which could include bookless libraries, technology spaces and a digital hub where residents could connect to a range of resources through computers, tablets and other technology. | A risk of prioritising such facility could be the community perception that the Central catchment is already well serviced with regard to facilities provision. | | |
| | Dementia and age friendly hub | | | |
| | Opportunity to pioneer dementia friendly, age-friendly hubs or include carer friendly spaces to support the ageing population and residents with complex needs. | | | |
| | Co-working spaces | | | |
| | Providing a range of facilities, technologies and spaces for collaboration, engagement and entrepreneurial activity. | | | |

8.3.3 Upgrade Cooper Park Community Centre

Cooper Park CC is consistently one of Council's most popular hire venues across a variety of metrics including utilisation, inquiries and popularity amongst users. At present the facility does not integrate well into its surrounds and there are significant opportunities to upgrade the facility to improve internal spaces and enhance its address to Cooper Park, adjacent playground and nearby community garden. As the only local community facility within the southern portion of the Central Catchment, the facility plays an important role in supporting the local residents of Bellevue Hill.

Increased activation could be achieved at this facility by renovating the hall to open the facility up to the park by creating a new entrance door to integrate with the park and play equipment. There may also be opportunities to create an outdoor/sheltered veranda, as well as considering public art on external walls to improve visual prominence and integration with Cooper Park. Opportunities for the co-location of a café or a temporary pop-up installation could further activate this facility.

In the longer term, there may be opportunities to expand the floorspace within the facility to enable multiple events to occur concurrently on weekends and during hire periods.

Any substantial renovations to this facility in the longer term should be undertaken in close collaboration with key stakeholders and users of the building, including Miroma, a regular hirer and community service provider.

8.3.4 Provide new community facilities within the Cross Street car park site

Currently owned by Council, the Cross Street complex includes an early childcare health centre (operated by NSW Health) and upstairs meeting space. There are initial development proposals on this site which seek to redevelop the building for carparking, commercial space, cinema, and retail space.

The future redevelopment potential of this site presents opportunities for the provision of new social infrastructure and enhancement of Council's existing facilities. Analysis has identified that the Central Catchment is well provided for with regard to local facilities, however future opportunities associated with the redevelopment of this site could include a range of new community uses.

- Option 1 separate early childhood health centre and meeting rooms to replace existing provision within the new development of the site.
- Option 2 integrated early childhood health centre and meeting rooms to replace existing provision within the new development of the site.

These options are evaluated in the Table 9.

Table 9 - Evaluation of Options for Cross Street Car Park

| Option | Challenges | Opportunities/Benefits |
|--|---|--|
| Option 1: A separate early childhood health care centre and meeting rooms to replace existing provision within the new development of the site. | Providing separated uses are not contemporary best practice. Separate uses generally require larger floor plates and are not an efficient use of space Separation of community facilities within a new mixeduse development proposal might be perceived as privately orientated if not located along the street level or with direct ground floor access. | Opportunity to provide expanded spaces for each use. Outside hours, communal spaces within the early childhood health centre could be adapted for other community uses e.g. additional meeting room space. Uses could be separated across different levels |
| Option 2: An integrated early childhood health care centre and meeting rooms to replace existing provision within the new development of the site. | Provision of new community facilities is ideally located on the ground floor with direct access from street level. Uses within new mixed use development would be competing for space. | Incorporate the latest and state of the art digital technology, wi-fi and conference functionality. Integrate, leverage and benefit from proximity to other commercial uses within the building (e.g. Cinema, retail, food and beverage outlets) |

8.4 Eastern Catchment

To support the resident, worker and visitor population of the Eastern Catchment (comprising the suburbs of Rose Bay, Vaucluse and Watsons Bay) over the next decade and in the longer term, new and upgraded community facilities will be required in this area. An overview of the strategic opportunities for delivery of enhanced community facilities in the Eastern Catchment is provided below.

8.4.1 Secure tenure and upgrade of Vaucluse Bowling Club

Council are currently working towards a long-term resolution with the bowling club to take over the management of the site, whilst continuing to provide for the needs of the small membership base. If this was to occur in the short-medium term, the provision of local community facilities would satisfactorily meet the provisional floor space requirements. Also associated with the potential reactivation of the Vaucluse Bowling Club are a range of opportunities to enhance the integration of the facility with the local neighbourhood. These include:

- Accommodating new community uses and spaces such as community gardens, community kitchens and new hire spaces;
- Improving access and linkages to surrounding Samuel Park;
- Increasing the provision of multi-use, adaptable and flexible spaces within the Vaucluse Bowling Club through upgrades to the building;
- Strengthening the network of local community facilities.

There is potential to upgrade this local facility to accommodate more multifunctional uses and adaptable spaces for a range of community needs, subject to clarification of future management arrangements. While the location is not highly accessible by public transport, it is a highly appealing location and a rare site that does offer potential for expansion of facility capacity.

Analysis indicates that the Vaucluse Bowling Club is a highly requested venue, however due to existing management arrangements, Council only manage the hall component of the facility (not the bar nor the bowling greens). Should Council take over the management of the facility, there are significant opportunities to undertake some cosmetic upgrades to contemporise the facility and improve connectivity to Samuel Park. Due to the size of the space, the bowling club also presents opportunities for innovative activations as identified in Section 9.2 of this Study. Although the building has high visibility from the street, it is not as centrally located to the Rose Bay car park opportunity (future community centre).

8.4.2 Provide a new integrated multipurpose facility at Rose Bay

Another clear priority arising from the analysis is an identified need for a new integrated facility in the Eastern Catchment. A new facility could address a number of identified gaps and issues this analysis has identified within the Eastern Catchment, namely:

- Provisional gap of an integrated multipurpose facility in the Eastern Catchment;
- The declining usage and floorspace shortfall of the Watsons Bay Library; and
- The shortfall in cultural and creative facilities.

The provision of a new community facility is a priority previously identified in the 2011 Study and has subsequently undergone a stakeholder engagement process through Council to identify the Rose Bay car park at Wilberforce Avenue as the location of a new facility. This proposal presents one of Council's most significant opportunities to provide a new facility within the Eastern Catchment to meet future needs and demand and address a provisional gap.

As identified in the analysis, a minimum of 1 integrated multipurpose facility per 20,000-30,000 residents is the provisional benchmarking standard.

As has been discussed throughout this Study, the existing population catchment is forecast to grow to 14,771 residents by 2036, falling outside the population density applied to this standard.

Social planning benchmarks indicate that 2,000m2 is the minimum recommended size for a contemporary style integrated multipurpose facility, which can accommodate a range of uses — including, potentially, a branch library at its core — which Council may wish to consider here. However, it is noted that the population of this catchment is below the benchmark standard, and therefore a slightly smaller facility of 1000-1500sqm is likely to be appropriate to meet the needs of the Eastern Catchment.

At present, a 500-750m2 facility is planned for the site and in the context of the analysis and findings, there are several options for Council to consider on this site:

- Option 1 Provide a new integrated multipurpose facility on the site as per proposed floor space provision (i.e. between 500-750m2).
- Option 2 Provided a new integrated multipurpose facility on the site with an expanded floor plate (at least 1,000 1,500m2).
- Option 3 Explore other locations to provide a new integrated multipurpose facility within the Eastern Catchment.

An assessment of each of the options is provided in **Table 10**.

Planning for a library, potentially, as the core use of this facility may ease pressure on the currently overutilised Woollahra Library at Double Bay. Particularly as Rose Bay offers the similar benefits of being in a local centre location that is readily accessible by public transport.

If a new, staffed integrated multipurpose facility is not achievable, it is recommended that a larger facility be planned, if possible, which can provide the means to cater to the community's needs over the next decade and beyond – for the longer term. A brand-new facility is an investment which warrants planning for future needs and capacity as well as present needs.

Strategic Opportunities for Delivery

Table 10 - Evaluation of Options for Rose Bay Car Park

| Option | Proposed Floor Space | Challenges | Opportunities/Benefits |
|---|-----------------------------|--|---|
| Option 1: Provide a new integrated multipurpose facility on the site as per proposed floor space provision. | 500-750m² | Does not meet contemporary standard of provision with regard to floor space Would be difficult to provide sufficient multipurpose functionality within the building e.g inclusion of both a library and other spaces | Smaller population density and modest level of growth within the Eastern Catchment – a smaller facility could be justified. Addresses provisional shortfall within the Eastern Catchment. Well located and high amenity town centre. |
| Option 2: Provided a new integrated multipurpose facility on the site with an expanded floor plate | At least 1,000 - 1,500m² | Physical site, development constraints and cost may limit ability to provide additional floor space A larger and 'best in class' facility likely to attract other users from neighbouring LGAs, particularly due to geographical location. This may result in the facility quickly becoming 'over utilised' | Meets contemporary standard of provision with regard to floor space Large space could include a new library facility Partner with developer through joint venture to deliver additional floor space Develop VPA agreement to fund additional space A larger facility may relieve pressure on the Woollahra Library at Double Bay. |
| Option 3: Explore other locations to provide a new integrated multipurpose facility within the Eastern Catchment | At least 1,000 - 1,500m² | Freehold land within the Eastern Catchment limited, particularly of the size require to support such a facility. Lower level of density and development in Eastern Catchment restricts opportunities to co-locate with new (future) mixed use developments Rose Bay Car Park site already has consensus within Council as the best location, through a stakeholder engagement process. | Meets contemporary standard of provision with regard to floor space A larger facility may relieve pressure on the Woollahra Library at Double Bay. Potential to explore activation and redevelopment of other Council owned sites e.g. Vaucluse Bowling Club (subject to future management arrangements) |

8.5 LGA Wide

8.5.1 Provide more flexible, adaptable spaces within local facilities throughout the network.

Overall the facilities network across the LGA would benefit from the provision of more flexible and adaptable spaces within existing local facilities, to meet contemporary provision models that cater to a wide range of community needs. Opportunities to achieve these objectives can be sought through the number of facilities that are not heritage constrained or designated single use through current lease agreements – albeit the latter, over time, can potentially accommodate additional uses out of hours of existing use by leaseholders, for example.

Currently, the network of local facilities across Woollahra are dispersed and typically small in scale and single use. Some, such as Watsons Bay Library, are not highly utilised, but offer the local community a unique cultural hub. This current supply picture brings the benefit of potential – for upgrades and renewal of facilities over time to bring greater potential for utilisation by a broad cross-section of the community, without the need for extensive expenditure. Some may only need a superficial refresh and reprogramming to deliver greater community benefit.

8.5.2 Provide more cultural and creative spaces across the LGA.

The research identifies the high value the community places in cultural and creative spaces, including spaces for local artists and makers to exhibit their work, especially 'makers' spaces,' and spaces for creative community activities. The ground floor of St Brigid's represents a significant opportunity to provide additional cultural and creative spaces to cater for a range of uses and is complimentary to planned renovations to the upper level for a community exhibition space.

Ideas for innovation and potential creative models for utilisation are discussed in Section 9.3.

Strategic Opportunities for Delivery

STRATEGIC OPPORTUNITIES FOR INNOVATION

9.0 Strategic Opportunities for Innovation

9.1 Overview

In addition to the strategic priorities, this Study has also identified a suite of strategic opportunities for innovation that could further enhance and activate the network of exiting community facilities across Woollahra LGA. These strategic opportunities would seek to foster social sustainability and promote health and wellbeing.

| Strategic Opportunities | Models and Opportunities for Innovation |
|--|---|
| | The Pop-Up Model |
| Explore opportunities for activating facilities | Multi-use through programming |
| day and night | Supporting community activation grants |
| | Incorporating public art |
| Support start ups, small business and local enterprise | Applying the Co-Working model |
| Upgrade the network to ensure accessibility for all users | Enhancing accessibility, promotion and connectivity |
| ali users | Improving wayfinding |
| Embed principles of active living and social | Encouraging healthy and sustainable modes of transport |
| sustainability across the network | Promoting Council's network of facilities |
| | Improving digital and AV connectivity |
| Optimise the user experience of Council's community facilities | Reducing administrative barriers for hirer |
| | Funding through policy levers |
| Explore sustainable funding models | Fostering collaboration and partnerships |

9.2 Explore opportunities for activating facilities day and night

The Pop-Up model

Pop up and temporary spaces are a low cost, low risk and short-term opportunity to activate spaces and increase the diversity of activities and engagement. Often best catered towards creative, arts and cultural activities, pop-up spaces can operate on a trial basis or a semi-permanent arrangement and provide Council flexibility to test new ideas and activities with the community.

Opportunities to temporarily expand or meet demand for different types of community facilities can also be achieved through occupancy of vacant or underutilised spaces (e.g. vacant shop fronts or premises in between leases). The 'Empty Spaces Project' by the University of Technology provides a toolkit to assist Councils and organisations in setting up and negotiating these opportunities with landlords, developers and organisations. The Empty Space Project provides short term and temporary spaces for community development and has seen the delivery of a range of large and small-scale popups across Australia which support creative, educational and cultural uses.

In Woollahra, application of this approach could be applied with the following benefits:

- Opportunities for pop up spaces, temporary uses of vacant spaces during development/renovation of either Council or non-council buildings;
- Increased activation and fosters greater connections with local business and organisations;
- Increased provision of cultural and creative spaces without major capital investment; and
- Encouraging a broader range of users and organisations that might typically not occur in existing Council facilities. This might lead to longer-term opportunities to integrate new users into existing Council facilities.

Another common approach taken by Councils across Australia is to co-locate or share pop-up spaces for community consultation or information sessions. This can provide Council with opportunities to engage with the local community in unique and more immerse environments.

Multi-use through programming

Achieving a range of uses through an active program of activities and events will be important in sustaining a vibrant network of community facilities into the future. Active programming and venue management can ensure that programs, services and activities can adapt to changing community needs over time.

A key finding of this study has identified inconsistencies with the utilisation of certain facilities with many sitting dormant during parts of the day. Active and regular programming can enliven underutilised facilities through:

- Regular, seasonal or one-off events;
- Community activities and gatherings:
- Classes, seminars and learning opportunities;
- Community support services; and
- Talks, seminars and workshops;
- Provision of adaptable and flexible spaces will be key to enabling a range and mixture of programming that can change in accordance with community needs over time.

Strategic Opportunities for Innovation



11 Yarraville food trucks, Melbourne The 'Community Precinct' café in the Testing Grounds, Melbourne



12 The 'Community Precinct' café in the Testing Grounds, Melbourne

9.2 Explore opportunities for activating facilities day and night (cont.)

Supporting community activation grants

Woollahra has a range of unique geographical and locational features which are iconic within the metropolitan Sydney context. As a harbour side LGA with high amenity public parks and reserves, there are opportunities to better promote the natural environment, heritage features and locational attributes of key Council facilities such as the Sir David Martin Reserve, Canonbury Cottage and the Gunyah.

The provision of a small-scale community activation grant(s) could assist in incentivising new ideas to enliven and activate existing community facilities. This could be run concurrently with Council's existing community grants program. A community facilities activation grant could also strengthen relationships between Council and other local community organisations and residents. Requirements of the grant could:

- Prioritise activation ideas for specific facilities at specific times;
- Require applicants to commit to venue usage for a certain duration;
- Be open to community members in adjoining LGAs:
- Incentivise longer term tenants or future hirers to be 'custodians' of the space; and
- Be supported by a coordinated marketing and promotional campaign.

Incorporating public art

Council's existing public art strategy supports and encourages public art opportunities that preserve, emphasise and enhance the local identity of Woollahra. Opportunities to commission public art, within or adjacent to existing community facilities could work towards enhancing the attractiveness and address of the buildings to the streetscape (see page 83). This would also contribute to better integrating existing facilities into their local neighbourhoods and enhance sense of place. A prime candidate for this would be mural(s) on external walls at Cooper Park Community Hall.

Strategic Opportunities for Innovation

9.3 Support start ups, small business and local enterprise

Applying the Co-Working model

Council's current Community Strategic Plan 2030 has a vision for Woollahra to be a 'great place to live, work and visit'. The way that people and communities live, work and recreate is changing, and these new patterns need to inform the design and management of facilities. For example we know that many organised community groups are choosing to meet in café's, restaurants and other public places due to food and beverage offerings or other public amenities. Challenges arise when change takes place rapidly or is not foreseen. It is important to design spaces that are flexible enough to be readily and efficiently adapted over time. Higher density living associated with changing working trends (e.g. working from home and the start-up economy) requires new ways of thinking.

Feedback from stakeholders identified a need for more co-working spaces across the LGA to cater for a range of local enterprise including small businesses, sole practitioners and start-ups. This Study has identified that there is demand for co-working and study spaces, which is currently only serviced within existing library branches. The popularity of the Woollahra Library at Double Bay, as a destination library, has created upward pressure on co-working and study spaces. There is a lack of affordable spaces in Woollahra for local start-up businesses to innovate and grow. The lack of affordable and appropriate spaces in strategic locations is diminishing Woollahra's ability to attract, cater for and retain these high potential businesses in the future.

Opportunities to integrate co-working spaces as part of future upgrades or provision of new social infrastructure could enable further activation of the existing communities facilities network by providing shared spaces for Council staff to work more flexibly between locations across Woollahra. For example, the provision of a co-working space in EU Ward or as part of the future Rose Bay community centre, supported by a regular roster or incentive, could enable staff to work flexibly alongside community groups and individuals.

Case Study: iHarvest Coworking Sunshine

Overview

iHarvest Coworking Sunshine is an initiative of Brimbank City Council, which provides an affordable coworking space for start-ups, entrepreneurs, freelancers, and business. The space features desks, meeting rooms, breakout areas, a private phone booth, and a workshop area. iHarvest members also have access to a separate kitchen and outdoor terrace.

The workshop area is also used for the iHarvest Program, which is an ongoing series of events (classified as either Masterclasses, Mentoring, or Meetups) open to current and future entrepreneurs and startups. The iHarvest Program is funded by LaunchVIC, an agency set up by the Victorian Government which is responsible for developing Victoria's startup ecosystem.

iHarvest is located on Level 4 of the Brimbank Community and Civic Centre. This 7-storey building was opened in 2016, and is the central hub for Brimbank City Council, housing municipal offices, council chambers, a customer service centre, community meeting spaces, exhibition spaces, a two-storey library, and children's outdoor play space.

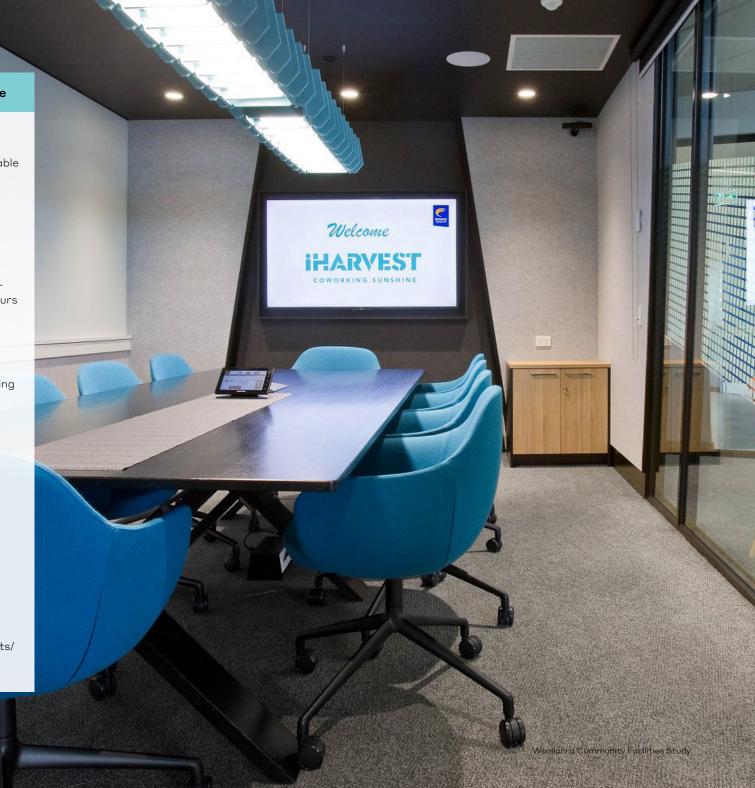
Relevance to Woollahra

iHarvest Coworking Sunshine demonstrates a model for Council to support and create coworking opportunities to support innovation and entrepreneurship within their LGA, and within an integrated, multi-use community facility, like Brimbank City Council have achieved with the Brimbank Community and Civic Centre.

Key Links

https://iharvestcoworking.com.au/

https://www.brimbank.vic.gov.au/news-and-events/media-releases-2018/december-2018/iharvest-coworking-sunshine-open-business



9.4 Upgrade the network to ensure accessibility for all users

Enhancing accessibility, promotion and connectivity

Council has an active capital works program to improve accessibility across it's existing facilities network and this should remain a priority for Council moving forward. Ensuring that all residents can access the network of community facilities will be vital to supporting socially sustainable communities and enabling diverse community connections.

Other opportunities for consideration include:

- Integration of age friendly principles into the renovation or design of new and existing facilities
- Incorporating dementia friendly design principles into spaces
- Public domain improvements (e.g. streetscape, footpaths etc.) to enhance accessibly around facilities
- Inclusion of 'changing places' public toilet facilities (e.g. facilities that include adult hoist full sized change tables, larger circulation spaces) at key locations.

Improving Wayfinding

At present, there is a mixture of signage and systems that communicate Council's existing community facilities. Modernising and creating a more cohesive visual and design language can assist in promoting facilities, increasing visibility and enhancing accessibility of facilities. The development of a wayfinding strategy to improve the integration of facilities and other Council assets would better promote existing facilities when viewed from the public realm.

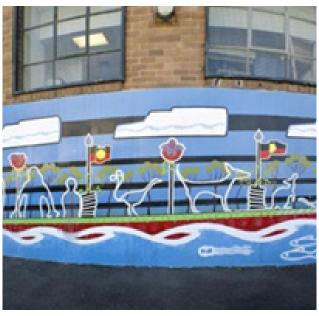
Wayfinding is commonly referred to as an organised communications system that guides people through environments, places and spaces. Clear and legible signage enables people to intuitively navigate through spaces with the assistance of design cues and references, often in the form of signage. This study has identified a range of opportunities to improve the visibility and legibility of the existing community facilities network to create a more integrated, accessible and contemporary network of facilities. Clear wayfinding signage can have the following benefits for community facilities in Woollahra:

- Improve the visibility of community facilities and promote positive interactions and experiences;
- Clearly identify Council venues from other privately-owned buildings or spaces;
- Provide opportunities to include information about opening hours and availability for hire on signage;
- Promotes the community facilities network more broadly to visitors and potential hirers; and
- Improve the overall accessibility and connectivity of venues through a cohesive design language.

There are opportunities to develop a municipal-wide wayfinding signage strategy which could also include other social infrastructure, open space, sport and recreation facilities. Alternatively, this approach could be trialled on a localised level in locations where there are 'clusters' of facilities for example in Double Bay or Paddington. See page 86.

Strategic Opportunities for Innovation





13 Melbourne Metro temporary activation of a unused shop front by the City of Melbourne

14 Public art on the side of the Redfern Community Centre, Sydney

9.5 Embed principles of active living and social sustainability across the network

Encouraging healthy and sustainable modes of transport

Encouraging healthy and sustainable modes of transport is a key priority of the Eastern City District Plan. Spatial analysis undertaken in this Study has identified that there is a high level of motor vehicle dependence. Some of Woollahra's community facilities are only accessible by motor vehicle, such as Rose Bay Cottage and Cooper Park Community Centre

There are opportunities to encourage and support health and wellbeing outcomes by encouraging active modes of transport to facilities. This could include:

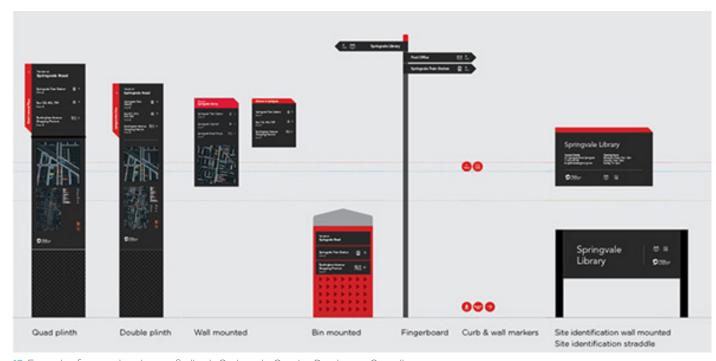
- Improved way finding signage (as discussed above), particularly from key walking and cycling trails throughout the LGA; and
- Provision of bicycle racks outside facilities to incentives more cycling.

Promoting Council's network of facilities

Increasing the visibility of Council's community facilities network could further enhance and promote the facilities to external parties and future hirers both within and outside Woollahra LGA. Alongside Council's website, there are a range of other, online websites and apps where creative spaces and venues for hire can be listed.

- Case study or local story about an organisation currently using one of Council's existing facilities. For example, the artist in residence program at EJ Ward Centre;
- What's on promotion of activities at Council's facilities;
- Community grants or support that Council is providing to support local organisations within Council's facilities. For example, Inala or Holdsworth Community Centre;
- New initiatives or programs;
- Interesting statistics about usership; and
- Promotion of features of specific facilities, e.g. kitchens, event spaces.
- Ideas for improving wayfinding are on page 83 and 86.

Strategic Opportunities for Innovation



15 Example of comprehensive wayfinding in Springvale, Greater Dandenong Council



18 Example of public art as part of the Traffic Signal Project



17 Innovative bicycle rack example



16 City of Sydney wayfinding singage

9.6 Optimise the user experience of Council's community facilities

Reducing administrative barriers for hirers

At present, venue hirers are required to pick up keys from Council offices prior to using a venue. This can often create barriers to usage and adds additional layers of administration. Contemporary provision of community facilities is moving towards greater flexibility and convenience which includes initiatives such as the installation of pin coded locks on Council assets. Benefits include:

- Enhances flexibility for users and hirers and increases convenience;
- Greater control and monitoring over the length of time spent in venues;
- Reduces administration time in organising, following up and chasing late key delivery for Venues Coordinator.

Improving digital and AV connectivity

The provision of fast and free wi-fi is becoming accepted as common community standard and some of Council's facilities, provide free and fast wi-fi connectivity in key buildings such as the library branches

There are opportunities for Council to enhance the digital connectivity of existing and future community facilities through the provision of wi-fi services. In certain facilities, installing AV systems could enhance the attractiveness to future hirers (for example in Sherbrooke Hall).

Most facilities in Woollahra LGA do not provide connectivity to wi-fi or other digital infrastructure. Feedback from stakeholders and the community indicated a desire for greater ability to connect digitally to enable flexibility and study opportunities. It is acknowledged that the provision of wi-fi services can require significant investment, however there are opportunities to trial and test provision at key locations where spaces are either highly utilised, or better equipped for meetings, functions and events.

Priority locations would be:

- The Bay Room
- EJ Ward Centre
- Cooper Park Community Centre
- Future new facilities or those undergoing significant renovation (e.g. Rose Bay Community Centre, Cross Street)

9.7 Explore sustainable funding models for provision of community facilities

Funding through policy levers

Innovative thinking is needed to look at new ways to provide spaces and places that use the built realm as a basis for public space and enhance existing open spaces to meet increased demand. Sustainability of provision is another critical consideration for growing communities. One of the key strategies that has been adopted by many councils is that of partnership with community groups and clubs to deliver programs and services out of council facilities (such as sport clubs providing competitive sport opportunities). In some cases these partnerships extend to the club or group leasing facilities and being responsible for maintenance of the community asset. These partnerships have also seen community groups undertaking capital developments and improvements with funds they have sourced independently of council.

There are also some mechanisms within the existing planning policy framework that enable Council to levy contributions for community facilities, including Voluntary Planning Agreements (VPAs) and developer contributions. The delivery of complex infrastructure in inner urban areas such as Double Bay, Paddington and Edgecliff where the cost of land is high, are often insufficient to cover the costs of the provision of infrastructure. Developer incentives is another way of funding new community infrastructure which could include greater density or height.

Urban renewal processes create opportunities for the delivery of new community facilities and social infrastructure. Locations such as Edgecliff and Double Bay comprise a mixture of medium and higher density dwellings a higher populations. Collaboration with developers is also a key opportunity to deliver and provide new community facilities in conjunction with urban renewal and transportation.

Fostering collaboration and partnerships

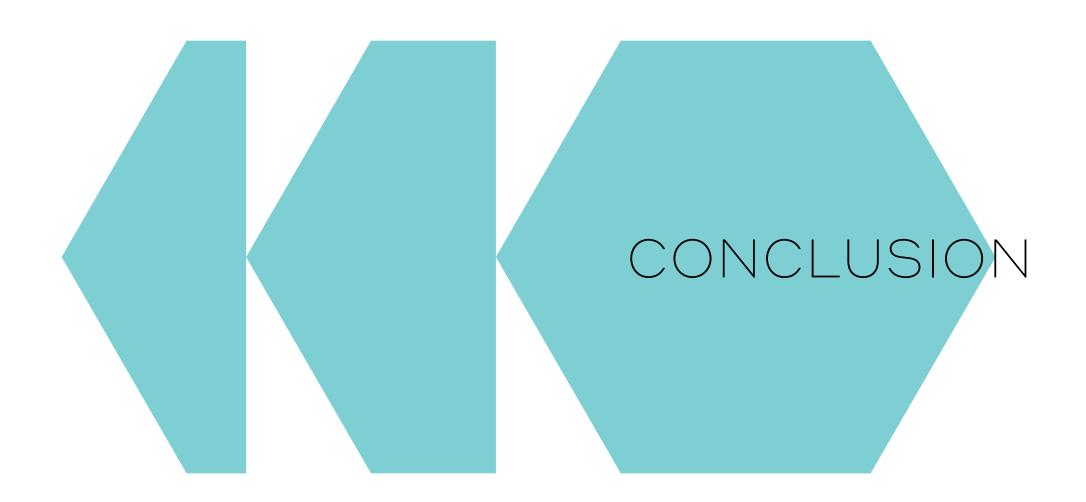
To facilitate renewal of facilities and spaces in the context of population growth and limited funding, Woollahra Council can explore shared use models, partnerships with community service providers and the private sector, and models that take account of new development to deliver new social infrastructure. These include:

- Exploring innovative partnerships for delivering, for example, public private partnerships that allow local government and the private sector to work together to deliver major projects.
- Regional collaboration (e.g. with the City of Sydney, Randwick and Waverley) may also be integral to meeting community needs for social infrastructure, particularly for major facilities meeting more regional needs.
- Delivering integrated land use outcomes that benefit the community and encourage collaboration and partnerships.
- Shared use of social infrastructure, including school facilities

 maximising the use and efficiency of spaces and buildings
 for community use by opening up facilities that are currently
 underutilised or only available to a single user group.
- Establishing social infrastructure within integrated multipurpose community centres. These centres are flexible, multi-purpose spaces that can accommodate a range of uses in one location. They provide improved access to a range of services, encourage compatible uses and supporting partnerships between service providers – and are also a cost-effective way of delivering essential community services.



10.0



10.0 Conclusion

The Woollahra Community Facilities Study has evaluated Council's existing supply of community facilities across the LGA. In particular it has analysed existing supply and demand, with regard to current usage patterns, accepted benchmarks for provision and best practice trends. The Study has identified current and future gaps in provision and provides recommendations for existing and proposed Council community facilities, as well as opportunities for innovative delivery.

This Study has developed a vision for community facilities in Woollahra is as follows:

To develop an accessible and adaptable network of community facilities that provides innovative and sustainable spaces to support community wellbeing.

A suite of principles has also been prepared to inform the development of the CFS. These principles provide high level objectives that should inform the provision and enhancement of all future community infrastructure and services in Woollahra LGA.

Overall the analysis indicates that Woollahra is generally well provided for with some recent investment delivering high quality facilities for the community which have been well received and are highly utilised from communities both within and outside the LGA.

The key findings of this Study are summarised below.

- Council has a strong network of local community facilities, however overall there is a need to make these facilities more multipurpose to respond to changing community needs over time.
- There are currently no integrated multipurpose facilities in Woollahra. Although best practice provision would require at least one facility per catchment, in the context of modest population growth Woollahra should seek to provide at least one new integrated multipurpose facility in the short-medium term.

- There are three libraries distributed across each catchment, however the Paddington and Watsons Bay libraries do not meet minimum floor space provision. Ensuring the long term sustainability of the existing library services should be a key priorities and this Study has identified opportunities to relocate (and potentially expand) services within the Western and Eastern Catchments.
- Local community facilities are well provided for across each catchment however many facilities do not meet minimum floorspace requirements.
- There is generally a need for more cultural and creative facilities across Woollahra and opportunities to integrate these spaces with other facilities should be prioritised in the short to medium term through planned Council projects.
- The condition of facilities is one of the most important priorities for users, hirers and tenants. Across the network of facilities, minor improvements and upgrades can be made to improve the accessibility, activation and utilisation of facilities.
- Some facilities have restricted accessibility
 for users with special mobility requirements.
 Feedback from stakeholders and the community
 indicated that venue access, location and parking
 were important features and key considerations
 when hiring and using community facilities.

 The future provision of community facilities should be undertaken in the context of key demographic trends: modest population growth, an ageing population and declining household size.

In summary this Study has identified a range of priorities across each of the catchments as follows:

- Upgrade Cooper Park Community Centre
- Upgrade of Vaucluse Bowling Club
- Provide a new integrated multipurpose facility in the Western Catchment
- Revitalise EJ Ward Community Centre
- Refurbish and revitalise the ground floor of St Brigid's
- Provide new community facilities within the Cross Street car park site
- Provide a new integrated multipurpose facility at Rose Bay
- Provide more cultural and creative spaces

In addition to these priorities, a suite of strategic opportunities for innovation have been identified which should be considered as part of future upgrades and enhancements to the existing community facilities network.

These strategic opportunities are:

- Explore opportunities for activating facilities day and night
- Support start ups, small business and local enterprise
- Upgrade the network to ensure accessibility for all users
- Embed principles of active living and social sustainability across the network
- Optimise the user experience of Council's community facilities
- Explore sustainable funding models for community facilities

Council should seek to determine its priorities for delivery and strategies for the next decade and beyond in consultation with key stakeholders, hirers, users and the community.



20 Woollahra Library at Double Bay

APPENDIX A ASSESSMENT BY TYPE

10.1.1 Integrated multipurpose facilities

There are currently no integrated multipurpose facilities within the Western Catchment. In accordance with the benchmarking provision, at least one integrated multipurpose facility per 20,000 - 30.000 residents is recommended.

There is a modest level of population growth expected over the next ten years within the Western Catchment. The existing population within the Western Catchment is 22,080 residents, with a forecast increase to 22,324 residents by 2026, and 22,866 residents by 2036. The need and prioritisation of a new integrated multipurpose facility in the future will be largely influenced by the following primary considerations:

- The future operation of the Paddington Library beyond 2021; and
- The future role and function of the EU Ward Community Centre in Paddington.

Should there be a need to find an alternative location for Paddington Library beyond 2021, this could be a catalyst for council to consider other opportunities to replace the facility. Typically, larger integrated multipurpose hubs are best located along main roads or within the central core of activity centres. It is acknowledged that within the context of the Western Catchment, this is a challenging proposition (high land values, availability of capital funds, suitability of sites, etc.).

An alternative to providing a single integrated multipurpose facility is to consider a more strategic networked approach, utilising the existing network of local community facilities within the catchment to serve as smaller integrated multipurpose facilities. In this context, there may be future scope and opportunities to the sequence the refurbishment of local community facilities (i.e. EJ Ward, and Holdsworth Community Centre) to enhance the flexibility and adaptability of the spaces, increase activation and improve accessibility and connectivity.

For example, the distance from Holdsworth Community Centre to EJ Ward and Gaden Café and Community Centre is less than 700m.

There is also opportunity to deliver a new integrated multipurpose facility as part of future development within the Edgecliffe Economic Corridor.

The benchmarking assessment findings are provided in Table 11.

The benchmarking assessment indicates the need for a multi-purpose integrated facility in this catchment. However, the delivery of this facility in the Western Catchment will need to be weighed against other Council priorities. It is noted that undersupply in this area will be further exacerbated as the population increases.

Table 11 - Western Catchment: Assessment findings for Integrated multipurpose facilities

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|-----------------------|------------|---|--|
| No existing provision | 0 | Minimum 1 Integrated Multipurpose Facility per approx. 20,000 to 30,000 residents | No existing provision as per definition of an integrated multipurpose facility |
| | | Minimum floorspace of 2,000m², aiming for at least 2,500m² where possible, increasing with the size of population | |

10.1.2 Libraries

There is one library located within the Western Catchment. The benchmark for library provision requires a minimum of 1 branch library per 20,000 – 30,000 residents. When assessed against the benchmarking guidelines, the Western Catchment meets the benchmark target for provision however when assessed against contemporary floorspace standards, the existing Paddington Library falls short by about two thirds of the requisite space (i.e. a minimum of 1,500m²). In 2015 internal renovations were undertaken upgrade fixtures, fittings and internal spaces to improve the level of service and availability of spaces however this did not include the expansion of the overall floorplate.

The Paddington Library plays an important role in Woollahra's network of community facilities, directly serving both residents of Paddington and Woollahra but also residents from the neighbouring City of Sydney. It is well situated within a mixed use with direct access from the street frontage.

There is a risk that Paddington Library may not be able to continue to operate in its current form beyond 2021 due to the joint arrangement with the City of Sydney. The uncertainty associated with the future of the arrangement requires a proactive and strategic response by Woollahra Council to ensure that the supply of library facilities can be maintained across the Western Catchment. Should the agreement not be renewed and the facility was to cease operation, Council's library provision will fall below the minimum benchmark target.

Best practice models suggest that new library facilities should be integrated as part of a multipurpose facility. The closest community facility to the Paddington Library is the EJ Ward Centre.

There are new innovative models of library service provision which could supplement Council's existing facility or potentially support temporary shortfalls in the future. These include:

- Expanding the community lounge room model across existing facilities (can be applied to small spaces and retrofitted at lower cost)
- Partnerships with local schools and other educational institutions
- Bookless libraries which could offer all-digital collections of literary works, reading materials and research resources.

The benchmarking assessment findings are provided in Table 12.

Table 12 - Western Catchment: Assessment findings for libraries

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|-----------------------|------------|---|--|
| Paddington Library | 462m² | At least 1 branch library per 20,000 - 30,000 residents | Paddington Library has a considerably smaller floor area than recommended by the benchmark. |
| | | Minimum floorspace for branch library of 1500m ² | Noting the smaller floorplate, the library has recently undergone internal renovations to upgrade spaces and facilities to ensure a high quality of service provision is maintained. |

10.1.3 Local Community Facilities

There are four local community facilities within the Western catchment comprising two community halls, a senior citizens centre and an early childhood health centre. The overall benchmark sets a target provision of between 3 to 4 community facilities per 20,000 – 30,000 residents with a minimum floor space requirement of approximately 400m². Within this category, specific benchmarks can also be applied to particular types of facilities (these are assessed in the **Table 13**).

Overall, the total provision of local community facilities is considered satisfactory for the Western Catchment with regard to the number of available facilities. There is also a spread of facility types and sizes which are suitable for a range of activities and interest groups. Floor space requirements for specific facility types is also considered suitable when assessed against relevant benchmark standards.

Although the provision of local community facilities satisfies the benchmark guidance, spatial analysis demonstrates that there are no local community facilities provided within proximity or walking distance to the northern boundary of the catchment (i.e. Edgecliff). The broader context of the community facilities network in Woollahra suggests that there is limited need for additional new local-level community facilities within the Western Catchment. This is due to:

- Satisfactory provision of local facilities within the Western Catchment (both quantum and floorspace)
- Relationship of the suburb Edgecliff to Double Bay shops and facilities, resulting in more concentrated patterns of usage around Double Bay rather than Paddington/Oxford Street
- Enhanced connectivity of Edgecliff via public transport (train) to City of Sydney and other key destinations
- Overall satisfactory provision of local community facilities across Woollahra LGA

The benchmarking assessment findings are provided in **Table 13**.

10.1.4 Cultural and Creative Facilities

Since 2012, 6 rooms at the E J Ward Community Centre have been dedicated to the delivery of Council's Artist in Residence program with a separate lock up and entry to the other hire spaces at the facility. Creative individuals and groups are also hirers of the other spaces within the centre. Council's Pop up posters program is also provided from the Paddington Library. Stakeholder and community consultation has identified that artistic, cultural and creative activities are strongly valued, and further opportunities to integrate cultural and creative uses within existing facilities should be explored.

Table 13 - Western Catchment: Assessment findings for local facilities

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|--|--|--|--|
| Paddington Early Childhood Health Centre | Approx. 130m² in site area | 1 11 / | Meets minimum floor space requirements however currently used as early childhood health centre. Single purpose facility owned by April Group, leased by Council on 99 year lease, informally leased to NSW Health |
| Centre | | Approximately 50 - 250 m² per facility | (who have exclusive use) |
| Community Halls | | | |
| EJ Ward Paddington Community | Approx. 460m². | 1 per 20,000 people | The size of the facility meets the benchmarking standard of a minimum floorspace of 400m². Presently this facility provides a range of spaces for various users and hirers including the artist in residence |
| Centre | | Minimum floorspace per facility of 400m², increasing | program, yoga classes and community meetings. Although it is operating as a local community facility, a number of opportunities exist to refurbish and renovate the building to increase its utilisation, amenity and service provision. |
| | | with the size of the catchment's population. | It is noted that the facility is presently being renovated to accommodate a new accessible lift, to enable all users to access the second floor, accessible toilets and better accessibility throughout. |
| | | | The internal layout of the facility and the size of spaces within, restrict the ability of the facility to operate in an integrated or multipurpose function. |
| Holdsworth 575m ² | | As above | The size of this facility meets the benchmarking standard of a minimum floorspace of 400m². |
| Community Centre | (building) | | The Centre provides a range of services and programs to the Woollahra Community, largely tailored to families with young children, the elderly and people with a disability. |
| | 3,529m² (the | | The site is located within a local neighbourhood setting, adjacent to Moncur Street Reserve, |
| | site) | | Leased to and managed by community organisation (Holdsworth Community) - doesn't enable broader community access, except for hire out of hours. |
| Senior Citizens Cen | itre | | |
| Gaden (formerly Woollahra Seniors | Building 363m ² site 1,644m ² | 1 per approx. 40,000 - 60,000 residents | Although it is noted that this facility is known as a community centre it effectively acts as a multi-generational senior citizens centre with some spaces available for hire. |
| and Community Centre) | 2.20 ,0 | Approximately 250 | The size of the facility falls slightly short of the benchmarking standard of a minimum floorspace of 400m² if classified within the broader 'local community facilities category' |
| | | - 400m² per facility | If assessed against the senior citizens benchmark, the facility meets the standard. |
| | | | Leased to and managed by community organisation (Holdsworth Community) - restricts broader community access (hiring of a number of rooms available in hours for community-based activities, and for hire for private functions out of hours (night and weekend). |

Central Catchment

10.2.1 Integrated Multipurpose Facilities

There is currently no provision of integrated multipurpose facilities in the Central Catchment.

As per the description outlined in the Study, an integrated multipurpose facility is delivered through a single building/site or a cluster of proximate buildings/sites and is typically integrated or colocated with other facility types within the network (e.g. library, indoor recreation facility).

The benchmarking assessment findings are provided in Table 14.

Table 14 - Central Catchment: Assessment findings for Integrated multipurpose facilities

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|-----------------------|------------|---|---|
| No existing provision | 2,234m² | Minimum 1 Integrated Multipurpose Facility per approx. 20,000 to 30,000 residents | Council have indicated that although the Woollahra Library at Double Bay has characteristics of an integrated multipurpose facility, the rooms and spaces within the library are predominantly use for study, meetings and other ancillary/ |
| | | Minimum floorspace of 2000m², aiming for at least 2500m² where possible, increasing with the size of population | related library uses. In this context, it does not completely function as an integrated multipurpose facility. |

10.2.2 Libraries

The benchmark for library provision requires a minimum of 1 branch library per 20,000 – 30,000 residents. In accordance with this benchmark, the provision of Library services within the Central Catchment meets this target provision.

Woollahra Library at Double Bay is an exemplar example of community facilities provision. Located at the heart of the Double Bay Shopping Centre, the facility provides a range of library and meeting/event spaces across its three levels. Further discussion about the facility is contained in the Section below.

Woollahra Library was designed and built as a state of the art library with event spaces and technology to enable use as an integrated multipurpose facility. Due to its technology, atmosphere and increased spaces it is attracting more visitors than anticipated, including more students and workers. While the event spaces have been use for Library events and programs and some community/business hire they are now mostly used for study space, especially during HSC trials and exam periods.

There may be opportunities to reduce the pressure on this facility by expanding and renewing opportunities in the rest of the community facilities network. This may enhance the multipurpose nature of the Woollahra Library in the future. Increasing or expanding library operating hours may also assist in relieving pressure at peak times.

It is noted that several facilities within the Central Catchment have existing functionality to service 'multipurpose' uses. Key examples of this are the Drill Hall/Studio and St Brigid's however in accordance with contemporary standards, these facilities do not currently operate in this context and therefore have been assessed as local community facilities.

Construction of the Woollahra Library at Double Bay was completed in 2016 and as mentioned previously provides approximately 2,234m² of floor space, exceeding the minimum floorspace guide. There is a high demand for 'study' and quiet working/reading spaces within the Library, that has resulted in the conversion of some spaces into dedicated study spaces.

This has meant that other activities or uses (e.g. exhibitions) are not able to occur in this facility due to the high demand for space. There are opportunities to support and complement the operation of the Library through enhancement and refurbishment of existing local community facilities within the Central Catchment.

Feedback received from community and stakeholder engagement has indicated however that the Woollahra Library at Double Bay is presently operating over capacity. This is associated with the facility attracting many visitors from across and outside Woollahra LGA. A Strategic Plan for Woollahra Libraries to be developed in 19/20 will further explore these issues.

The benchmarking assessment findings are provided in Table 15.

Table 15 - Central Catchment: Assessment findings for libraries

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|------------------------------------|------------|--|---|
| Woollahra Library at Double Bay | 2,234m² | At least 1 branch library per 20,000 - 30,000 residents Minimum floorspace for branch library of 1500m² | Target library provision is met for the Central Catchment. It is noted that this facility is considered as a 'destination' library which attracts a wide range of users from across Sydney and is operating at over capacity with high demand for study areas resulting in reduced floorspace for other flexible uses. |

Central Catchment

10.2.3 Local Community Facilities

There are eight local community facilities within the Central Catchment comprising a variety of community meeting rooms, community halls and a senior citizens centre.

The overall benchmark for local community facilities sets a target provision of between 3 to 4 community facilities per 20,000 – 30,000 residents with a minimum floor space of approximately 400m². The assessment has found that there is sufficient supply of local community facilities within the Central Catchment. It is noted however, when assessed against the recommended floorspace provision, there is some variance between the size and spaces within these facilities.

Although the Central Catchment's provision of local community facilities exceeds the target benchmarks, best practice community facilities provision seeks to provide high quality local community facilities distributed within easy walking distance from residents (i.e. 400m - 800m). When evaluating the distribution of local facilities, there is a provisional gap around the suburb of Bellevue Hill, with many parts of the suburb having no or limited access to a local community facility within walking distance. The broader context of the community facilities network in Woollahra suggests that there is limited need for additional new local-level community facilities in this catchment.

This is due to:

- High level of provision around Double Bay (the most supplied across all three catchments);
- High level of provision across the entire LGA generally;
- The spatial proximity of the Central Catchment to the Double Bay Shops and Bondi Junction (Waverley LGA) and the influence on travel behaviours and patterns.
- Although this assessment has found that there is no immediate need for additional local facilities, there are significant opportunities to enhance the existing Cooper Park Community Hall. The Hall has the following positive strategic attributes:
 - It is the only community facility within the southern portion of the catchment (Bellevue Hill);
 - It is one of the highest utilised facilities and most popular for venue hire;
 - It is well located adjacent to a destination park, playground and community garden; and
 - There are opportunities to significantly enhance the integration and functionality of the facility through minor refurbishments and upgrades.

Another opportunity within the local community facilities network is associated with St Brigid's. Currently undergoing renovations to the upper floor, there are opportunities for Council to provide additional community/cultural uses on the ground level to supplement and enhance the existing network of facilities. Future opportunities are evaluated further in Section 9.

The Cross St Car park which houses the Double Bay Early Childhood Health Centre and Cross St Studio. The Early Childhood Health Centre is currently utilised 3 days per week the waiting room is currently too small to hold groups of any kind, and these are currently held upstairs at Cross St Studio. The whole facility is being rebuilt and there are opportunities to better design the community space to accommodate a range of users. Suitable space will need to be found to accommodate the programs provided currently from the facility during the refurbishment.

The benchmarking assessment finding are provided in the **Table 16**.

Table 16 - Central Catchment: Assessment findings for local community facilities

| Existing Provision | Floor space | Target Provision and Provisional Floorspace | Benchmark Assessment |
|--|--------------------------------|---|---|
| Double Bay Early Childhood Heath Centre | 55m² | 1 per approx. 10,000 residents | Meets minimum floor space requirements currently used as early childhood health centre. It is noted a proposal for a new mixed use facility presents an opportunity for Council to provide new community facilities. |
| | | Approximately 50 - 250m² per facility | |
| Community Meeting Room | | | |
| The Bay Room | 85m² | 1 per approx. 10,000 | The Bay Room's size falls within the floorspace provision guide. |
| | | residents | The Bay Room is one of Councils newest community spaces and although resembles a typical office floor plate, has some flexibility to host a variety of other events. |
| | | Approximately 50 - 250 m² per facility | |
| Cross Street Studio | 70m² | As above | Similar to the Bay Room, Cross Street Studio can be used for a variety of activities and purposes, however typically resembles a community meeting room. |
| | | | This facility falls within the floor space provision guide. |
| | | | It is noted a proposal for a new mixed use facility presents an opportunity for Council to provide new community facilities. |
| Community Halls | | | |
| Cooper Park Community Hall | 125m² | 1 per approx. 20,000 residents | The Cooper Park Community Hall falls short of the floorspace guide by approximately half. Inala/Miroma have a licence agreement with Council to occupy the main hall space during the week. It is noted that a mezzanine area above the hall and a large storage adjacent to the main area (used by Inala) provides |
| | | Approximately 250 - 300 m² per facility | additional floor space within the building. |
| St Brigid's | 848m² | As above | Formerly the Double Bay Library, the first floor of the Heritage listed St Brigid's building is in the process of being renovated for a community art gallery to open in August 2020. |
| The Drill Hall/Studio/Sail Loft | 1,136m² | As above | Located in Sir David Martin Reserve, this two storey heritage facility comprises a two detached buildings comprising a mixture of spaces. |
| | | | The facility more than exceeds the required floorspace provision. |
| | | | Significant opportunities to revitalise spaces subject to Plan of Management. |
| Sir David Martin Reserve Cottage | 192m² | As above | The (house/cottage-like on the inside) heritage listed facility falls slightly short of the recommended floor space of 250m². |
| Canonbury Cottage | 212m² | As above | Canonbury Cottage is a small two storey building located within a public park and reserve |
| | | | The facility falls slightly short of the recommended floorspace for local facilities. Feedback from stakeholders and site visits indicates that the internal spaces within the building are small and not fit for purpose. |
| | | | Opportunities to improve the integration of the facility with McKell Park. |
| Hugh Latimer Centre | 1,110m² (whole building) | As above | Sherbrooke Hall is available for hire on the ground level (approx. 273m²). Project currently underway to refurbish existing toilets and kitchen, provide an accessible toilet and storage. Renovations also to be shortly undertaken to expand the Pre School to a portion of the ground floor. |
| | | | Renovations also to be shortly undertaken to expand the Pre School to a portion of the ground floor. |

Central Catchment

10.2.4 Cultural and Creative Facilities

The following could be classified here:

- The Drill Hall, Rushcutters Bay see local community facilities.
- St Brigid's, Double Bay see local community facilities.

The Central Catchment currently has a reasonable provision of existing and planned cultural and creative facilities. The LGA's only existing dedicated cultural facility is The Drill Hall in Darling Point. This facility is integrated with a larger building over two levels. Studio spaces, office and workshop spaces. Building is subject to a Plan of Management which restricts usage (i.e. low level impact only). The PoM will shortly be reviewed and there are opportunities to potentially influence future uses as part of this CFS.

There will be a future cultural facility at St Brigid's. The second floor of this heritage building is being converted into community art gallery exhibition space. There may be potential for the ground floor use of this facility to include creative and cultural uses, such as a maker space.

Provision of maker spaces is an important part of engagement with creative activities, and opportunities to incorporate maker spaces as part of contemporary community facilities should be considered. Maker spaces require specialist facilities such as wet rooms, sinks and appropriate storage. To ensure that community facilities can accommodate such uses, these requirements need to be considered in the functional brief for facilities and fit out.

10.3.1 Integrated multipurpose facilities

There is no integrated multipurpose facility in the Eastern Catchment. In accordance with the benchmarking provision, there should be at least one integrated multipurpose facility per 20,000 -30,000 residents

The population within the Eastern Catchment falls below what is typically required to support an integrated multipurpose facility. Council plans to provide a new 500-750m² multi purpose community facility in the Rose Bay town centre as part of the redevelopment of the existing Wilberforce Avenue car park. The Rose Bay town centre is an ideal location for a new community facility as it meets the best practice principles with regard to location, visibility and accessibility as provided in Section 6.

It is noted, however, that unmet demand for an integrated multipurpose community facility has also been identified in the Western Catchment. Noting the costs and challenges associated with providing new community facilities in established areas, Council will need to prioritise decisions based on the degree of community need balanced with opportunities for provision. In the Eastern Catchment, there is an existing opportunity to provide a community facility in Rose Bay town centre – and a similar opportunity has not been identified within the Western Catchment.

It is also noted that if a new integrated multipurpose community facility is built in Rose Bay town centre, it is likely to attract residents from Waverley LGA. There is a general gap in community facility provision in the northern edge of Waverley, meaning that residents are likely to be attracted to this new facility. As such, there may be opportunities to discuss potential partnerships between Woollahra and Waverley Councils.

The benchmarking assessment findings is provided in **Table 17**.

Table 17 - Eastern Catchment: Assessment findings for local community facilities

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|--------------------------|------------|---|---|
| No existing provision | N/A | Minimum 1 Integrated Multipurpose Facility per approx. 20,000 to 30,000 residents | No existing provision as per definition of an integrated multipurpose facility. It is noted that Council plans to provide a new 500-750m² community facility as part of the redevelopment of the Rose Bay car park. The proposed floor space |
| | | Minimum floorspace of 2,000m², aiming for at least 2,500m² where possible, increasing with the size of population | is significantly below the minimum requirement for an integrated multipurpose facility. |

10.3.2 Libraries

There is one library within the Eastern Catchment, located in Watsons Bay. It primarily services the residents of Watsons Bay and Dover Heights (Waverley LGA). The benchmark for library provision requires a minimum of 1 branch library per 20,000 – 30,000 residents. In accordance with this benchmark, the provision of Library services within the Eastern Catchment meets this target provision. It is noted however that the floorspace provision is significantly lower than the minimum recommended benchmark.

Although small in size, the Watsons Bay Library adopts a 'community lounge' model, offering a range of services and materials such as printing, wi-fi, books and magazines. The Library is co-located with the Tea Gardens and a café and utilises the outdoor space as an extension of the community lounge model. The Library however is not used outside its current limited opening hours.

However, the Watsons Bay Library is also relatively small and isolated. There may be opportunities to increase utilisation of the existing facility – however, there are also opportunities to replace this library service within an integrated multipurpose community facility. Integrated multipurpose community facilities typically have a "core" or "anchor" use, which is frequently a library. A library could be an anchor tenant in the proposed Rose Bay community facility, however the space allocated for this purpose would need to be larger than that currently provided at the Watsons Bay Library.

Population growth and change over the next 20 years is expected to be modest, with a projected increase of some 500+ residents (total 14,771) the demand for additional library services in the Eastern Catchment is unlikely to significantly increase. As new ways of living and working evolve over the coming years, it will be important that libraries can also be adaptive and responsive to community need. Opportunities to embed the community lounge model into a new facility at Rose Bay, could increase the shortfall of floor space for 'library' uses through the provision of flexible and adaptable spaces. Watsons Bay Library could then be retained as a more multipurpose community space.

The benchmarking assessment findings is provided in **Table 18**.

Table 18 - Eastern Catchment: Assessment findings for libraries

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|------------------------|------------|---|--|
| Watsons Bay Library | 70m² | At least 1 branch library per 20,000 - 30,000 residents | The population within the eastern catchment is lower than the typical benchmarks that would be applied. In this context, the provision of this facility demonstrates Council's existing provision is adequate. |
| | | Minimum floorspace for branch library of 1500m² | This facility falls well short of the minimum floorspace required for a branch library. Although the physical floor space of the library is small, the library has an outdoor veranda (covered) and a grassed area which expands and activates the space during operating hours. |
| | | | Additionally, the library is co-located with the Tea Gardens and café and the spatial arrangement could be reviewed when the opportunity arises. |

10.3.3 Local Community Facilities

There are three local community facilities within the Eastern Catchment comprising two community halls and one community meeting room. In accordance with the overall benchmark of 3 - 4 local community facilities per 20,000 residents, the existing supply within the Eastern Catchment is considered adequate. Although the existing population within the Eastern Catchment is lower than typical benchmarking standards, it is considered that the mix and availability of existing local community facilities is adequate. When assessing the provisional floorspace requirements however there is a shortfall.

When evaluating the provision of local community facilities from a distribution perspective, there are

provisional gaps around Rose Bay shops, Rose Bay North shops and in Vaucluse. Although there are 'gaps' in provision in these locations, the broader context of the community facilities network in Woollahra suggests that there is limited need for additional new local-level community facilities within the Eastern Catchment. This is due to:

- Satisfactory provision of local facilities within the Eastern Catchment;
- Connectivity of Watsons Bay by Ferry to other locations across Woollahra and Sydney;
- Relationship of the Eastern Catchment with key 'destinations' including Double Bay, Bondi and Bondi Junction;

- Lower population catchment and modest level of future growth over the next 20 years;
- Overall satisfactory provision of local community facilities across Woollahra LGA; and
- Opportunities associated with the Vaucluse Bowling Club and Rose Bay car park to increase and enhance the provision of local community facilities.

Although the provision of local community facilities within the Eastern Catchment is satisfactory, there are significant opportunities to enhance the existing facilities to meet contemporary needs and changing preferences. The benchmarking assessment findings are provided in **Table 19**.

Table 19 - Eastern Catchment: Assessment findings for local community facilities

| Existing Provision | Floorspace | Target Provision and Provisional Floorspace | Benchmark Assessment |
|--------------------------|--------------------|--|--|
| Community Hall | | | |
| The Gunyah | 359m² | 1 per approx. 20,000 residents Approximately 250 - 300m² per facility | The provision of community halls within the eastern catchment is adequate. Feedback from community and key stakeholders indicates that the Gunyah is one of the lowest utilised facilities within the LGA (based on vacant hiring hours) The Gunyah meets the provisional floor space requirements. |
| Vaucluse Bowling Club | 510m ² | As above | The Vaucluse Bowling Club is Crown Land and the whole site is currently leased to the existing club however the hall space is subleased to Council and managed as a venue for hire 7 days/week The facility meets the provisional floor space requirements. There are significant opportunities for this site as discussed above |
| Community Meetin | g Room | | |
| Rose Bay Cottage | 27.6m ² | 1 per approx. 10,000 residents | The provision of community meeting rooms is generally considered adequate in the context of the smaller population within this catchment. |
| | | Approximately 50 - 250 m² per facility | The provisional floorspace requirement falls short of the required area. |
| | | | It is noted that the Cottage has a unique location attributes which situate the facility within the heart of a multipurpose recreational and sporting precinct. |

10.3.4 Cultural and Creative Facilities

There is currently no provision of creative and cultural facilities in this catchment.

There are opportunities to provide cultural and creative facilities within planned and existing community facilities. For example, the planned Rose Bay community facility could include a maker space or other cultural activity spaces. Similarly, if the Watsons Bay Library function moved to Rose Bay, the existing space could be programmed as an arts centre. The need for creative and cultural uses within existing community facilities should be reflected in the functional briefs for refurbished and new facilities within this catchment (e.g. provision of sinks, wet rooms, storage etc.).

APPENDIX B COSTINGS: STRATEGIC PRIORITIES

Summary of Costings

| Site | Action | Option | Indicative Construction Cost |
|-----------------------------|--|-----------------------------|---------------------------------|
| Cooper Park | Upgrade Cooper Park Community Centre | Option 1 | \$442,000 |
| | | Option 2 | \$1,570,000 |
| Vaucluse Bowling Club | Upgrade of Vaucluse Bowling Club | Option 1 | \$637,000 |
| | | Option 2 | \$1,602,000 |
| New Facility, Western | Provide a new integrated | Option 1 | \$12,350,000 |
| Catchment | multipurpose facility in the Western Catchment | (Excludes land, carparking) | |
| EJ Ward Community Centre | Revitalise of EU Ward Community Centre | Option 1 | \$1,446,000 |
| | | Option 2 | \$8,401,000 |
| St Brigid's | Refurbish and revitalise the ground floor of St Brigid's | Option 1 | \$1,201,000 |
| | | Option 2 | \$1,502,000 |
| Cross Street Carpark | Provide new community facilities within the Cross | Option 1 | \$536,000 |
| | Street car park site | Option 2 | \$894,000 |
| | | Option 3 | \$10,465,000 |
| New Facility Rose Bay | Provide a new integrated multipurpose facility at Rose | Option 1 | \$3,965,000 |
| | Bay | Option 2 | \$9,815,000 |
| | | Option 3 | \$9,815,000 |
| | | (Excludes land, carparking) | |

Notes on Costings

- Sources are Rawlinsons Australian Construction Cost Handbook and Date from Mackay Community Hub costings.
- Published Costs are at 31 December 2016
- Escalated to bring to June 2019 levels by 20%
- Rounded to nearest \$10
- Detailed design (to construction standard) has not been undertaken for the purposes of this exercise.
- Construction rates per m² and allowances:
 - a. are industry benchmarked to a satisfactory standard of finish for a typical community hub.
 - b. have not been adjusted (up or down) to reflect particular economic circumstances that may exist in the building industry in suburban Sydney.
 - c. have not been verified by a registered quantity surveyor.
- Note comments and exclusions specific to individual site options.

Cooper Park

Option 1 Description

Retain as community hall for hire

Add new main entrance door to address the park/play equipment area Install a new covered veranda along the southern/western edge of the building. Cosmetic landscaping improvements

| Action | Method | Area/Uni | t Rate ID | Rate | Cost |
|-------------------|-------------------------|----------|-----------|---------|-----------|
| Renovation | per m² GFA | 125 | R1 | \$2,200 | \$275,000 |
| New main entrance | Allow | | | \$5,000 | \$5,000 |
| New verandah | per m² GFA | 50 | V1 | \$200 | \$10,000 |
| Landscaping | per m² | 100 | L1 | \$500 | \$50,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$68,000 |
| Contingency | % of construction costs | | C1 | 10% | \$34,000 |
| TOTAL | | | | | \$442,000 |
| | | | | | |

Option 2 Description

Expand the floor space within the facility to enable multiple events concurrently to occur on weekends and during hire periods.

Basic renovation of indoor area and provision of new outdoor veranda covered Landscaping improvements

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|-------------------|-------------------------|-----------|---------|---------|-------------|
| Renovation | per m² GFA | 125 | R1 | \$2,200 | \$275,000 |
| New main entrance | Allow | | | \$5,000 | \$5,000 |
| New verandah | per m² GFA | 50 | V1 | \$200 | \$10,000 |
| New floorspace | per m² GFA | 350 | 1.2.3 | \$2,480 | \$868,000 |
| Landscaping | per m² | 100 | L1 | \$500 | \$50,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$241,600 |
| Contingency | % of construction costs | | C1 | 10% | \$120,800 |
| TOTAL | | | | | \$1,570,400 |

Vaucluse Bowling Club

Option 1 Description

Retain as community hall for hire Basic refurbishment including: >new kitchen, storage space >install new disabled toilets >landscaping improvements

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|---------------|-------------------------|-----------|---------|---------|-----------|
| Renovation | per m² GFA | 200 | R1 | \$2,200 | \$440,000 |
| Landscaping | per m² | 100 | L1 | \$500 | \$50,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$98,000 |
| Contingency | % of construction costs | | C1 | 10% | \$49,000 |
| TOTAL | | | | | \$637,000 |

Option 2 Description

Complete Renovation of entire indoor area including:

>New multi-purpose flexible spaces within

>Upgrade community hall component

>new kitchen

>new library space

New community garden outside

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|---------------|-------------------------|-----------|---------|---------|-------------|
| Renovation | per m² GFA | 510 | R1 | \$2,200 | \$1,122,000 |
| New verandah | per m² GFA | 50 | V1 | \$200 | \$10,000 |
| Landscaping | per m² | 200 | L1 | \$500 | \$100,000 |
| Preliminaries | % of construction costs | | P1 | | \$246,400 |
| Contingency | % of construction costs | | C1 | 10% | \$123,200 |
| TOTAL | | | | | \$1,601,600 |

New Facility, Western Catchment

Option 1 Description

Provision of a brand new integrated multi purpose building on a new site or as part of a future mixed use development in Edgecliff (suburb). Including

- >Library space
- >Community meeting rooms
- >Rooms for hire

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|----------------|-------------------------|-----------|---------|---------|--------------|
| New Build | per m² GFA | 2,500 | 1.2.6 | \$3,400 | \$8,500,000 |
| Library Fitout | | 1,500 | LF1 | \$500 | \$750,000 |
| Landscaping | per m² | 500 | L1 | \$500 | \$250,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$1,900,000 |
| Contingency | % of construction costs | | C1 | 10% | \$950,000 |
| TOTAL | | | | | \$12,350,000 |

EJ Ward Centre

Option 1 Description

Basic Renovation to EJ Ward Centre to fix rising damp issues, cosmetic improvement and paint. Upgrade to courtyard area

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|-----------------------|-------------------------|-----------|---------|---------|-------------|
| Renovation | per m² GFA | 460 | R1 | \$2,200 | \$1,012,000 |
| Landscaping/courtyard | per m² | 200 | L1 | \$500 | \$100,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$222,400 |
| Contingency | % of construction costs | | C1 | 10% | \$111,200 |
| TOTAL | | | | | \$1,445,600 |

Option 2 Description

Expansion of existing building to a new integrated multi-purpose hub on the site including > branch library

- > meeting rooms and other adaptable spaces.
- > Note site is extremely constrained and located within residential context in Paddington so expansion may be required into the courtyard space (pictured below)

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|----------------|-------------------------|-----------|---------|---------|-------------|
| Renovation | per m² GFA | 460 | R1 | \$2,200 | \$1,012,000 |
| New floorspace | per m² GFA | 1,500 | 1.2.6 | \$3,400 | \$5,100,000 |
| Library Fitout | | 500 | LF1 | \$500 | \$250,000 |
| Landscaping | per m² | 200 | L1 | \$500 | \$100,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$1,292,400 |
| Contingency | % of construction costs | | C1 | 10% | \$646,200 |
| TOTAL | | | | | \$8,400,600 |

St Brigids

Option 1 Description

Complete Refurbishment and fit out of ground floor for maker space and artist in residence space (including: > Studio//black box

- > Music rehearsal rooms.
- > Wet area for arts and craft

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|---------------|-------------------------|-----------|---------|---------|-------------|
| Renovation | per m² GFA | 420 | R1 | \$2,200 | \$924,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$184,800 |
| Contingency | % of construction costs | | C1 | 10% | \$92,400 |
| TOTAL | | | | | \$1,201,200 |

Option 2 Description

Complete Refurbishment and fit out of ground floor. A new 'best in class' integrated multipurpose facility including: Ground floor – approx. 420sqm (total building 848sqm)

>Community lounge and lifelong learning space

- >Technology space
- >Dementia and age friendly hub
- >Community kitchen
- >Co-working spaces

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|---------------|-------------------------|-----------|---------|---------|-------------|
| Renovation+ | per m² GFA | 420 | R2 | \$2,750 | \$1,155,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$231,000 |
| Contingency | % of construction costs | | C1 | 10% | \$115,500 |
| TOTAL | | | | | \$1,501,500 |

Cross Street Car Park

Option 1 Description

Two separate spaces within a larger multi-storey mixed use building comprising:
>A separate early childhood health care centre
>Community meeting rooms to replace existing provision within the new development of the site.
>Uses could be separated across different levels

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|---------------|-------------------------|-----------|---------|---------|-----------|
| Renovation | per m² GFA | 150 | R2 | \$2,750 | \$412,500 |
| Preliminaries | % of construction costs | | P1 | 20% | \$82,500 |
| Contingency | % of construction costs | | C1 | 10% | \$41,250 |
| TOTAL | | | | _ | \$536,250 |

Option 2 Description

A new integrated space within a larger multi-storey mixed use building > An integrated early childhood health care centre and meeting rooms to replace existing provision within the new development of the site.

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|---------------|-------------------------|-----------|---------|---------|-----------|
| Renovation | per m² GFA | 250 | R2 | \$2,750 | \$687,500 |
| Preliminaries | % of construction costs | | P1 | 20% | \$137,500 |
| Contingency | % of construction costs | | C1 | 10% | \$68,750 |
| TOTAL | | | | _ | \$893,750 |

Cross Street Car Park (cont)

Option 3 Description

A new community facility within a multi-storey mixed-use building comprising: > An integrated community facility with replacement facilities as per above as well as new multipurpose spaces > Likely to include library or technology spaces.

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|----------------|-------------------------|-----------|---------|---------|--------------|
| Demolition | per m² GFA | 2,000 | TD | \$250 | \$500,000 |
| New Build | per m² GFA | 2,000 | 1.2.6 | \$3,400 | \$6,800,000 |
| Library Fitout | | 1,000 | LF1 | \$500 | \$500,000 |
| Landscaping | per m² | 500 | L1 | \$500 | \$250,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$1,610,000 |
| Contingency | % of construction costs | | C1 | 10% | \$805,000 |
| TOTAL | | | | | \$10,465,000 |
| | | | | | |

New Facility Rose Bay

Option 1 Description

Provide a new integrated multipurpose facility on the site as per proposed floor space provision

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|----------------|-------------------------|-----------|---------|---------|-------------|
| New Build | per m² GFA | 750 | 1.2.6 | \$3,400 | \$2,550,000 |
| Library Fitout | | 500 | LF1 | \$500 | \$250,000 |
| Landscaping | per m² | 500 | L1 | \$500 | \$250,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$610,000 |
| Contingency | % of construction costs | | C1 | 10% | \$305,000 |
| TOTAL | | | | _ | \$3,965,000 |

Option 2 Description

Provided a new integrated multipurpose facility on the site with an expanded floor plate

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|----------------|-------------------------|-----------|---------|---------|-------------|
| New Build | per m² GFA | 2,000 | 1.2.6 | \$3,400 | \$6,800,000 |
| Library Fitout | | 1,000 | LF1 | \$500 | \$500,000 |
| Landscaping | per m² | 500 | L1 | \$500 | \$250,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$1,510,000 |
| Contingency | % of construction costs | | C1 | 10% | \$755,000 |
| TOTAL | | | | | \$9,815,000 |

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New Facility Rose Bay (cont.)

Option 3 Description

New community building on an alternative site large enough to accommodate 2,000sqm building in Rose Bay (suburb).

| Action | Method | Area/Unit | Rate ID | Rate | Cost |
|----------------|-------------------------|-----------|---------|---------|-------------|
| New Build | per m² GFA | 2,000 | 1.2.6 | \$3,400 | \$6,800,000 |
| Library Fitout | | 1,000 | LF1 | \$500 | \$500,000 |
| Landscaping | per m² | 500 | L1 | \$500 | \$250,000 |
| Preliminaries | % of construction costs | | P1 | 20% | \$1,510,000 |
| Contingency | % of construction costs | | C1 | 10% | \$755,000 |
| TOTAL | | | | | \$9,815,000 |

APPENDIX C FACILITY RECOMMENDATIONS

Western Catchment

| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|--|---|---|--|--|
| EJ Ward Paddington Community Centre | Access upgrade including new lift, accessible bathroom and paths of travel (in progress) Install wi-fi (in progress) | Improve condition of rooms (e.g. damp and leaking issues) | Transform into an integrated community hub with co-working space focus | Council is currently progressing an access upgrade to this facility including installation of a new lift and accessible toilets. The recommendation for the basic refurbishment of this facility is conditional on the future of Paddington Library. Should EJ Ward Community Centre be proposed for an integrated multi-purpose hub, a more substantial upgrade will be required. In the longer term, there may be a need for a new integrated multi-purpose community hub. As the largest facility in the Western Catchment, the EJ Ward centre presents significant opportunities. This recommendation however is conditional on the future of other local community facilities within the Western Catchment, including potential provision of a new facility within Edgecliff. Other considerations Artist in residence program for 2020 to be reconsidered dependent on timing of works (reduce time and number to suit works program and/or relocate program to St Brigid's) Repurpose as a co-share space with large upstairs room available for hire for compatible uses (creative/passive recreation?) Invite EOI from NFP's to manage E J Ward, providing a percentage of hire income to Council Paddington Business Chamber may be interested in hiring this space |
| Gaden (formerly Woollahra Seniors and Community Centre) | Nil | Nil | Nil | An extensive upgrade of this facility was undertaken in 2013., No other further recommendations are provided for this facility. |

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| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|--|---|---|-------------|--|
| Holdsworth Community Centre | Upgrade the centre internally to comply with accessibility standards External upgrades to the public realm to improve accessibility | Explore, in consultation with HCC, option for holistic renovation and redesign of the building, could include an expanded building footprint and integration with the park. Potential to include underground car parking. | Nil | The HCC is well located and highly utilised. Some existing rooms within the centre do not operate as multi-purpose spaces and are not accessible. The Centre is split over two levels and although the installation of a lift would address the accessibility constraints in the short term, a more holistic renovation of the centre would be considered more appropriate. Other considerations Consider relocating Paddington library here if tenure with CoS unresolved Provide a double story building with underground parking Holdsworth to contribute to any future renovation — consider capital grants |
| Paddington Early Childhood Health Centre | Nil | Nil | Nil | No further recommendations for this facility are provided due to lack of formal agreement between Council and NSW health. There is limited capacity on this site for future opportunities. |
| Paddington Library | Nil | Nil | Nil | The Paddington Library was recently renovated. Council are currently preparing a Library Strategy and no further recommendations for this facility. |

Central Catchment

| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|----------------------------------|---|---|---|--|
| Canonbury Cottage | Cosmetic landscaping improvements (planter boxes) Installation of veranda and/or shade cloth in outdoor patio area | Upgrade internal spaces to improve functionality of space downstairs and address dampness in carpet. Cosmetic internal improvements required, particularly to bathroom upstairs. | Nil | Basic upgrade of external areas to make the facility more attractive for potential users. This should consider installation of veranda and/or shade cloth in outdoor patio area. Improvement of the outdoor area will enable greater activation of the ground floor level. Other considerations: The building is best suited for low impact uses and activities. Explore potential to transfer the Over 55's exercise to a licence agreement. Retain as a hire space by the community following upgrade Include in annual EOI for regular hirers |
| Cooper Park Community Hall | General landscaping improvements Commission public art on external walls Install street library at entrance (completed) | New main entrance door to address the park/play equipment Install a a new covered veranda along the southern/western edge of the building. | Expand the floor space within the facility to enable multiple events concurrently to occur on weekends and during hire periods. | Cooper Park is one of Council's most used facilities. It is popular due to its location and ability to hold both indoor and outdoor activities. It is also the only local community facility within the southern area of the Central Catchment. Besides internal painting and minor cosmetic works, the building has not undergone significant upgrades in recent times and should be prioritised for basic renovations. Community and stakeholder consultation is recommended in the development of new design concepts for either basic or complete refurbishment. The commission of public art on external walls to improve address to the street and integration with Cooper Park. The installation of a new covered veranda in the medium term would active the southwestern corner of the building to improve its address to Cooper Park and greatly increase the attractiveness and functionality of the building. Other considerations: Any substantial renovations in to the building in the longer term should be done in consultation with key stakeholders and users of the building, including Miroma. Discuss potential of consolidating operations for Inala at the Gunyah. Retain the use of the facility for casual hire on the weekends (birthday parities and private functions) Conduct an Expression of Interest for a NFP group to licence upstairs office area and act as custodian of the building Annual EOI for regular hire of hall on weekdays |

| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|----------------------|--|---|-------------|---|
| Cross St Studio 1 | No immediate recommendations to upgrade this facility due to historic issues with damp and | Resolve leaks if above project timeframe changes | Nil | The Cross Street Studio is co-located with the Double Bay Early Childhood Health Centre. There are opportunities to integrate a new community meeting room with a new Childhood Health Centre subject to a current plan for demolition in 2021 and completion of a new cinema and car park proposal. It is recommended that Council advocate for the inclusion of a new community space within |
| | limited capacity to expand the facility | | | any new facility. The cost/provision of this space could be negotiated via a VPA or through developer contributions. |
| | and likelihood of future redevelopment by private proponent. | | | Concurrently, Council should investigate opportunities to include a new community meeting room as part of the Rose Bay Community Centre. |
| | | | | Other considerations: |
| | | | | Priorities are dependent on proposed cinema/carpark proposal timing. |
| | | | | Continue as hire venue until Cross St Carpark is demolished and/or repurposed |
| | | | | Relocate hirers to alternative venues when this happens |
| Double Bay Early | No immediate recommendations to | If agreement reached, integrate | Nil | As above |
| Childhood Health | upgrade this facility likelihood of future | a new community meeting room with | | Other considerations: |
| Centre | redevelopment by | the Double Bay | | Priorities are dependent on proposed cinema/carpark proposal timing. |
| | private proponent. | Early Childhood | | Continue as hire venue until Cross St Carpark is demolished and/or repurposed |
| | | Health Centre. | | Relocate hirers to alternative venues when this happens |
| | | | | Continue as Early Childhood Health Centre until Cross St Carpark is demolished and/or repurposed |
| | | | | Investigate including the Early Childhood Health space in the new Rose Bay Community Centre |
| | | | | • If Cross St demolished before Rose Bay is built, then Property Dept to find suitable space for the Early Childhood centre within Double Bay |

| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|---|--|---|-------------|--|
| Hugh Latimer Centre (Sherbrooke | Improve accessibility including single level rationalisation (in progress) | Install wi-fi facilities Install permanent | Nil | Sherbrooke Hall, located on the ground floor is an attractive, large multi-purpose space. Presently the ground floor is split level (i.e. partially not accessible), with the northern portion of the space, carpeted and not functional. Internal works are required to improve the functionality of this underutilised space. |
| Hall) | | projector and AV facilities | | Council is currently progressing plans to upgrade the ground floor of the Hugh Latimer Centre. A refurbishment of the upper level for the Council Rangers office is also currently underway. Council has also recently received a Grant to extend the Woollahra Preschool to include additional places and outdoor spaces on the ground level. No further recommendations are proposed for these spaces. |
| | progress, | | | The installation of wi-fi and projector facilities will greatly enhance the functionality and usage of the hall. |
| | | | | Other considerations: |
| | | | | Regular hirers relocated to Cooper Park Hall while upgrade undertaken |
| | | | | Remain a hall for hire by the community following upgrade |
| | | | | Include in annual EOI for regular hirers |
| Sir David Martin Reserve Cottage | Nil | Nil | Nil | The cottage is currently dedicated as a dementia day care offering a range of services. There are opportunities to further upgrade the facility in the longer term to become a 'dementia' hub in consultation with existing users and key health care providers/stakeholders. |
| | | | | Other considerations: |
| | | | | • Licence with South East Community Connect as a Dementia Day Centre expires 2020 |
| | | | | New Plan of Management currently under development |
| St Brigid's | First floor - Refurbishment to a community art | First floor – community art gallery | munity | As the top floor is currently being renovated into an exhibition space, the future refurbishment to the building as a community cultural space is logical. Potential to relocate the Artist's in Residence from E J Ward to the downstairs and have a presence in St Brigid's. |
| | gallery (in progress) Ground floor – base | (operational and marketing plan | | In the short term consideration of a kitchenette and wet area would be required on the ground floor if Artists in Residence or other arts/cultural activities were to be relocated. |
| | building fitout | currently being developed Ground floor – Artist in residence rooms + maker/ | | The downstairs area could also be a maker space where classes and groups interested in crafts, men's shed/women's sheds, etc can meet and it can be hired by those wanting to run craft and art classes or hold seminars about the arts and culture. Longer term, opportunities to transformed into a community hub, subject to community need and future demand. |
| 24 | | creative space | | Woollahra Community Facilities Stud |

| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|-------------------------------------|--|---|-------------|--|
| The Bay Room | Install wi-fi facilities (in progress) Install permanent projector and AV facilities | Nil | Nil | The Bay Room is a modern corporate style room, suited to training sessions, workshops and seminars. Currently the facility is used for quiet recreation activities (e.g. yoga and Pilates) as well as corporate events. Although a data projector is available for hire there are opportunities to increase the attractiveness of the venue to existing users and future hirers by installing an in-house AV system to include speakers and a permanent projector. |
| | | | | Other considerations: |
| | | | | Marketing to local businesses for workshops, seminars etc |
| | | | | Consider using library casual for room setup as an add-on to the hire |
| | | | | Include in annual EOI for regular hirers |
| The Drill Hall/ Sail Loft and | is accessible on the | Tt to ensure building AV and digital connectivity econd level. Install wi-fi and AV facilities | Nil | The Drill Hall provides an important space for creative arts and cultural uses. Due to the shortfall of these facilities across the LGA, maintaining this space for these uses into the future will be important. |
| Studio | | | | There are opportunities to improve the activation and utilisation of the upstairs spaces through minor building repairs and cosmetic works. Digital connectivity and installation of wi-fi will also contribute to attracting a broader range of uses. |
| | repair works to address issues such | | | Other considerations: |
| | as temperature | | | Awaiting outcome of Plan of Management |
| | control (heating/ cooling etc) | | | Potential to continue to accommodate Sailability and Sailors with Disabilities at the Sail Loft |
| | | | | Prior to expiration of Critical Path licence in October 2019, undertake an EOI for Drill Hall from suitable creative groups to activate hire and manage. EOI to include the Studio as potential licence space. |

| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|---------------------------------------|---|-------------|-------------|--|
| Woollahra Library at Double Bay | Nil | Nil | Nil | Completed in 2016, the Woollahra Library at Double Bay is a state-of-the-art facility operating across 3 levels. Council is presently preparing a Library Strategy and no specific capital works recommendations for this facility are provided. |
| | | | | The facility however is currently over utilised and a review/extension of opening hours should be undertaken to accommodate demand. |
| | | | | Other recommendations and priorities identified in this Study will assist in reliving utilisation pressure from the Library |
| | | | | Other considerations: |
| | | | | Review and consider extension of opening hours |
| Rose Bay Cottage | Install a street library (completed) | Nil | Nil | Recent renovations to this facility to replace floor coverings and the ceiling has been undertaken and therefore no capital recommendations are suggested for this facility. Improvement and utilisation of this facility will be done through active programming and approaches to other organisations (e.g. Playgroups NSW, Children's Libraries) to attract more users. |
| | | | | Other considerations: |
| | | | | Continue youth/children's focus at the facility |
| | | | | Include in annual EOI for regular hirers |
| | | | | Investigate feasibility of toy swaps in the space |
| | | | | Library to activate with a story time |
| | | | | Approach Holdsworth about running a staffed playgroup from the space (underway) |

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Eastern Catchment

| Facility Name | Short Term | Medium Term | Longer Term | Comments | |
|-----------------------------|---|--|--|---|---|
| The Gunyah | Refurbish accessible bathroom | Opportunities to improve the landscaping around | Nil | Although the facility is set back from the main street and not centrally located, there are opportunities to improve the connectivity of the space to the Gap Park and walking trail. | |
| | | the building to enable play and interaction with nature | | Storage space was identified as an issue at the Gunyah and future refurbishments could consider the installation or provision of storage racks for chairs and tables. | |
| | | with nature | | Other considerations | |
| | | | | Investigate feasibility of a community garden or native/bushtucker garden adjacent to the building, perhaps engaging bushcare volunteers and Inala clients | |
| | | | | Retain hire for casual functions on weekends but no youth parties | |
| Vaucluse Bowling Club | Improve disabled access including provision of accessible | Council ta managem facility, sig upgrades required t the functi design and | C | Subject to Council taking full management of the | At present, the VBC is not fully accessible, with steps down into the facility and no accessible toilets. Depending on the future management agreement of the building, accessibility improvements are considered a priority. |
| | bathroom in hire spaces | | facility, significant upgrades would be required to improve the functionality, design and address of | Longer term options could involve a more comprehensive and substantial upgrade to the entire facility depending on management arrangements. | |
| | Improve linkages to | | | Other considerations | |
| | Samuel park | | the facility. | Council to pursue care control and management of the site from the crown | |
| | Upgrade building to | | | Consolidate bowlers operations within the caretakers flat | |
| | current standards, | | | Retain the second bowling green for bowling | |
| | including kitchen and | | | Pursue investigations into food and drink option for hall hirers | |
| | provide storage space | | | Include in annual EOI for regular hirers | |
| | for hirers | | | Encourage use of new outdoor space by community | |
| | | | | Encourage greater use of existing VBC operated community garden | |

| Facility Name | Short Term | Medium Term | Longer Term | Comments |
|---|------------|---|---|--|
| Watsons Bay Library | Nil | Explore opportunities to relocate library to another location within the Eastern Catchment. | New Facility Subject to review and delivery/upgrade of Vaucluse Bowling Club or Rose Bay Community Centre (proposed), provide a new library in conjunction with the delivery of an integrated multi- purpose hub. | Watsons Bay Library is a small facility with limited opening hours. It has declining membership and usage due to its location and popularity of the Woollahra Library at Double Bay. Future opportunities exist to relocate the library to a more central location such as Rose Bay Car Park site or the Vaucluse Bowling Club. Constraints around size and floorspace restrictions of these sites are acknowledged, particularly at the Rose Bay Car Park site. |
| Rose Bay Community Centre (proposed) | Nil | New multi-purpose community centre + public toilets | | Other considerations Multipurpose with and anchor NFP tenant as custodian Consider relocating Watsons Bay library here (currently 70m²) Consider a Council customer service/one stop shop presence here Investigate relocation of Double Bay Early Childhood Health Centre within this centre (approx. 60m²) Approach community college re hiring the space for classes Spaces within the centre to include A town hall size public meeting space with AV equipment (approx. 180m²) Activity rooms and meeting rooms of different sizes for use by anchor tenants and hirers Foyer/reception, kitchen, toilets, storerooms and cupboards Office space for custodian Outdoor space |

APPENDIX D AUDIT ASSESSMENT FINDINGS

AUDIT ASSESSMENT FINDINGS

Qualitative Assessment

Best Practice Provision



Utilisation

Utilisation relates to the frequency, duration and diversity of uses and users within community facilities. Utilisation of a facility is influenced by a range of factors such as opening hours, availability for hire, convenience and appeal of the facility to the community. This criterion is about how well a facility is utilised and can also be used as one measure of demand and need.



Suitability

The suitability of a community facility relates to a broad range of factors that contribute to determining whether a building is 'fit for purpose'. Best practice assessment of community facilities advocates for multiuse and multipurpose spaces that can be adaptive to changing community needs, users and activities. In this assessment, the following criterion have been considered:

- Universal design and accessibility for all
- Design and functionality of the internal and external spaces
- Flexibility of the space and/or facility.



Condition

Condition is an important qualitative criterion which considers both internal and external condition and can directly influence capital works programs and priorities. Condition of a community facility can also be measured through visual amenity and aesthetic quality. In this assessment, the following criterion have been considered:

- Age of the facility
- Safety of the facility and CPTED principles
- Maintenance level (i.e. well maintained)
- Visual and aesthetic qualities



Location

Location relates to a range of design, geographical and spatial attributes that influence both the usage of a facility and community perceptions. In this assessment, the following criterion have been considered:

- Visual prominence and ground floor address to the street, reserve or open space
- Integration with the site and surrounding context
- Proximity to other services and community facilities
- Accessibility by public and active transport
- Availability of parking spaces

Satisfactory performance

Opportunity for Improvement

Significant opportunity for improvement

Western Catchment

(Paddington, Edgecliff, Woollahra)

| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|--|---|-------------|-------------|-----------|----------|--|---|---|-------------------------------|
| INTEGRATED M | INTEGRATED MULTIPURPOSE FACILITIES | | | | | | | | |
| None | | | | | | | | | |
| LIBRARIES | | | | | | | | | |
| Paddington Library | Paddington Town Hall – 247 Oxford Street Paddington | | | | | Heritage listed. Not owned by Council (owned by City of Sydney) | Located on a main road, well utilised as a library, not available for hire, as primary purpose is as a library; recently opened on Sundays which is proving popular. Underwent internal renovations in 2015. Risk that there is no long term commitment from City of Sydney | | |
| LOCAL COMMU | INITY FACILITIES | | | | | | | | |
| EJ Ward Paddington Community Centre | 187 - 189 Underwood Street, Paddington | | | | | Heritage conservation area | Restricted parking, low accessibility and dated interior and unusual layout. 187 Underwood portion of the building is dedicated space for Council's Artists in Residence program. Construction drawings underway and grant received to improve access | Access upgrade including accessible bathroom, entrance, lift and paths of travel (includes \$75K grant from NSW govt) | \$312,000 |
| | | | | | | | in 189 Underwood st section, including accessible toilet, paths of travel and lift to first floor. Works to occur in 2020. water damage in some rooms | Roof replacement / repairs | \$180,000 |
| Holdsworth Community Centre | 64 Holdsworth Street, Woollahra | | | | | Possibly heritage conservation area? | Community hub with a variety of services. Limited parking. In need of extensive refurbishment. Used exclusively by Holdsworth Community. | Replace air conditioning and refurbish an office space | \$40,000 |

APPENDIX D AUDIT ASSESSMENT FINDINGS

| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|--|--|-------------|-------------|-----------|----------|---|--|--------------------------------------|-------------------------------|
| Gaden (formerly Woollahra Seniors and Community Centre) | Cnr Queen St & Edgecliff Rd, Woollahra (334 Edgecliff Rd Woollahra) | | | | | Possibly heritage conservation area? | Functional and accessible facility. Extensively refurbished in 2013. Used exclusively by Holdsworth Community. Incorporates Meals on Wheels service. Gaden is the single dedicated seniors and community centre for Woollahra LGA. Recently upgraded in 2013 | | |
| Paddington Early Childhood Health Centre | The Gatehouse 188 Oxford St (cnr Young and Oxford Sts) Paddington | | | | | Heritage listed. Held by Council on a 99-year lease. | Small single use facility, well utilised as an Early Childhood Health centre during weekdays, dated interiors, heritage building, exclusively used by NSW Health (however no formal agreement between Council and NSW Health). | | |
| CULTURAL AND | CREATIVE FACIL | LITIES | | | | | | | |
| Artist in Residence spaces at EJ Ward | | | | | | | As above | | |

Central Catchment

(Double Bay, Darling Point, Point Piper, Bellevue Hill)

| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|---|---|-------------|-------------|-----------|----------|---|--|---|-------------------------------|
| INTEGRATED M | ULTIPURPOSE F | ACILITIES | | | | | | | |
| None | | | | | | | | | |
| LIBRARIES | | | | | | | | | |
| Woollahra Library at Double Bay | Level 1, 451 New South Head Rd, Double Bay | | | | | Low flood risk precinct | New, accessible, large, well located facility, above ground over 3 floors. Overutilised - demand for longer operational hours. Demand for additional space for study/quiet room purposes. | new bench seating | \$15,000 |
| LOCAL COMMU | NITY FACILITIES | <u> </u> | | | | | | | |
| Hugh Latimer Centre – Sherbrooke Hall | 512-514 New South Head Road, Double Bay | | | | | Medium flood risk precinct - no significant evacuation difficulties | Close proximity to transport nodes, large facility with limited access. Building has old service infrastructure. Occupants include Council Rangers office, Woollahra Preschool, vacant indoor space and Sherbrooke Hall (available for community hire). Sherbrooke Hall to undergo upgrade in 19.20 | new accessible bathroom, internal ramp and store rooms + refurbishment of existing bathrooms and kitchen | \$233,000 |
| Canonbury Cottage | 159 Darling Point Rd, Darling Point | | | | | Located in a foreshore park- Use restricted by POM | Low occupancy, small stone cottage, with dated interior, not integrated with other services or shops. Layout limits usability. Limited access and parking. Availability for hire only between sunrise to sunset and only one booking in the Park per day on Saturdays and Sundays limit bookings. Upstairs offices (x2) occupied by 50+ Fitness and an Artist. | Roof repairs/ upgrade | \$60,000 |

APPENDIX D AUDIT ASSESSMENT FINDINGS

| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|--|---|-------------|-------------|-----------|----------|---|--|---|-------------------------------|
| Cross St Studio 1 | First floor 1 Cross St Double Bay (Cross St carpark) | | | | | Medium flood risk precinct - no significant evacuation difficulties | Small community space on first floor, extremely low occupancy, ongoing issues with water penetration, Proposal to redevelop the site is in initial stages. | | |
| The Bay Room | 1st floor, Cosmopolitan Centre, 2-22 Knox St Double Bay | | | | | Medium flood risk precinct - no significant evacuation difficulties | Single room on first floor with moderate utilisation, well suited for training programs, workshops and seminar presentations. | | |
| Cooper Park Community Hall | 12 Cooper Park Rd, Bellevue Hill (within Cooper Park) | | | | | Minor subsidence issues due to ground conditions | Large hall, well utilised and accessible. Site is isolated from shops and other facilities. Exclusively used by Miroma (Inala) Monday to Friday - 8am to 4pm (Mon-Wed), 8am to 9pm (Thu), 8am to 5pm (Fri). Available for hire outside of these hours and well utilised on weekends for children's birthday parties. | | |
| Sir David Martin Reserve Cottage | 1C New Beach Rd, Rushcutters Bay | | | | | Heritage listed. Crown land. | A heritage, accessible facility, well suited as dedicated dementia day centre exclusively used by South East Community Connect during weekdays. | Replace roof tiles, gutters and downpipes | \$40,000 |

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| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|---|---|--------------|-------------|-----------|----------|---|---|--|-------------------------------|
| Double Bay Early Childhood Health Centre | Ground floor - 1 Cross St Double Bay (Cross St carpark) | | | | | Medium flood risk precinct - no significant evacuation difficulties | Small facility, utilised daytime, weekdays Monday - Wednesday, dated building, exclusively used by NSW Health (however no formal agreement with Council). Proposal to redevelop the site is in initial stages. | | |
| The Drill Hall/ Studio/Sail Loft | 1C New Beach Road, Darling Point/ Rushcutters Bay | | | | | Heritage listed. Crown land. | Hall and Sail Loft are exclusively used by community organisations. The studio has a low occupancy rate as a hire venue and is restricted by the POM and limited by allowable activities in the development consent (no birthday parties, social gatherings or private/ corporate functions are permitted). No onsite parking. | Lift replacement | \$225,000 |
| CHILD CARE CE Hugh Latimer Centre - Woollahra Preschool | NTRES/PRESCH 512-514 New South Head Road, Double Bay | OOLS (COUNCI | OWNED/OPE | RATED) | | Medium flood risk precinct - no significant evacuation difficulties | Close proximity to transport nodes, large facility with limited access. Building has old service infrastructure. Occupants include Council Rangers office, Woollahra Preschool, vacant indoor space and Sherbrooke Hall (available for community hire). Woollahra Preschool to expand into vacant indoor space on ground floor in 19.20 | New classroom, bathrooms, storage, staff room and fenced outdoor play area for 20 children - capital grant of \$738,500 from NSW govt | \$783,500 |

APPENDIX D AUDIT ASSESSMENT FINDINGS

| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|---------------------------|--|-------------|-------------|-----------|----------|-------------------------|---|---|-------------------------------|
| CULTURAL AND | CREATIVE FACI | LITIES | | | | | | | |
| St Brigid's (DA approved) | 548 New South Head Road, Double Bay | | | | | Heritage listed. | Mid-nineteenth century harbour foreshore grand mansion. Refurbishment underway for art gallery to open May 2020. Use for ground floor yet to be determined. Utilisation, suitability and condition are assumed to improve after upgrades are completed. (currently empty) | Refurb and fitout first floor as art gallery, base building works on ground floor. Access improvements throughout, including accessible toilets and lift between levels | \$2,315,000 |

APPENDIX D AUDIT ASSESSMENT FINDINGS

Eastern Catchment

(Rose Bay, Vaucluse, Watsons Bay)

| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|---|--|-------------|-------------|-----------|----------|---|---|--|-------------------------------|
| INTEGRATED M | ULTIPURPOSE F | ACILITIES | | | | | | | |
| None | | | | | | | | | |
| LIBRARIES | | | | | | | | | |
| Watsons Bay Library | The Tea Gardens 8 Marine Parade, Watsons Bay | | | | | Heritage listed. | Heritage listed, small public library with small grass outdoor space. Looking to standardise Operational hours. | | |
| LOCAL COMMU | INITY FACILITIES | | ' | | | | | | |
| Rose Bay Cottage | O'Sullivan Rd, Rose Bay | | | | | O'Sullivan Rd is high hazard floodway | A small, dated, facility located within Woollahra Golf Club. Parking available, good internal accessibility, but not serviced by public transport. The facility is well used only on weekday mornings and weekends for children's birthday parties | Replace roof tiles + structural repairs - subsidence and repointing | \$45,000 |
| Rose Bay Community Facility Centre (proposed from last study) | TBC | Unknown | TBC | TBC | TBC | TBC | The facility will be accessible and fit for purpose in a good location | | |
| The Gunyah | 335 Old South Head Rd, Watsons Bay | | | | | Heritage listed. | Historic building, good internal access, off-street parking available. Bus stop directly outside. Building relatively isolated, close to National Parklands. Miroma (Inala) have exclusive use of Room 2 at all times, and Room 1 Monday to Friday, 8am-3pm however outside these hours, low level of utilisation | Upgrade toilets | \$50,000 |

| | Address | Utilisation | Suitability | Condition | Location | Key site constraints | Comments | Proposed capital works FY19/20 | Proposed budget FY 19/0 |
|--------------------------|--|-------------|-------------|-----------|----------|----------------------|---|--------------------------------------|-------------------------------|
| Vaucluse Bowling Club | 80 New South Head Road, Vaucluse | | | | | Crown Land. | Includes a large hall (accommodating up to 100 people), kitchen, toilets, caretakers flat and 2 bowling greens. Council subleases the clubhouse under a month to month lease agreement with Vaucluse Bowling Club (lease expired in 2011). Vaucluse Bowling Club continues to negotiate with the Department of Lands regarding their lease of the site. Hall is well utilised by regular recreational hirers despite accessibility limitations, and poor building condition. Council is reluctant to undertake substantial expenditure for refurbishment until more stable tenure is secured. Childrens and Youth parties not allowed, though other private functions (engagements, Bar and Bat Mitzvahs, etc.) are permitted. (Vaucluse Bowling Club is well utilised as a venue for hire) | | |

APPENDIX E LIST OF FACILITIES

Appendix E: List of Other Community Facilities

| Council | Name | Category | Suburb |
|---------|--|-------------------|----------------|
| N | St Vincent's Care Services | Aged Care | Edgecliff |
| N | Markmoran Little Bay | Aged Care | Little Bay |
| N | Group Homes | Aged Care | Rose Bay |
| N | Regis Aged Care | Aged Care | Rose Bay |
| N | Rose Bay Towers Retirement Village | Aged Care | Rose Bay |
| N | Beresford Hall | Aged Care | Rose Bay |
| N | Group Homes | Aged Care | Vaucluse |
| N | Mark Moran Vaucluse | Aged Care | Vaucluse |
| Ν | Vaucluse Aged Care Home by Hall & Prior | Aged Care | Vaucluse |
| N | Queens Park Retirement Village | Aged Care | Waverley |
| N | Anglicare | Aged Care | Woollahra |
| N | Anglicare Goodwin Village | Aged Care | Woollahra |
| N | Kate Cares | Aged Care | Woollahra |
| N | Montefiore | Aged Care | Woollahra |
| N | Uniting | Aged Care | Woollahra |
| N | Wolper Jewish Hospital | Aged Care | Woollahra |
| N | Jennifer Peers - Voice Studio | Arts and Cultural | Bellevue Hill |
| N | Waverley Woollahra Art School | Arts and Cultural | Bondi |
| N | Art Moment Gallery | Arts and Cultural | Bondi Beach |
| N | Art Atrium | Arts and Cultural | Bondi Junction |
| N | Chase Gallery | Arts and Cultural | Bondi Junction |
| Υ | Foley Street Spaces | Arts and Cultural | Darlinghurst |
| Υ | Foley Street Spaces | Arts and Cultural | Darlinghurst |
| Υ | Foley Street Spaces | Arts and Cultural | Darlinghurst |
| Υ | Foley Street Spaces | Arts and Cultural | Darlinghurst |

| Council | Name | Category | Suburb |
|---------|-----------------------------------|-------------------|-----------------|
| | Oxford Street Spaces | Arts and Cultural | Darlinghurst |
| | Oxford Street Spaces | Arts and Cultural | Darlinghurst |
| | Oxford Street Spaces | Arts and Cultural | Darlinghurst |
| | Oxford Street Spaces | Arts and Cultural | Darlinghurst |
| | Oxford Street Spaces | Arts and Cultural | Darlinghurst |
| N | Australian Design Centre | Arts and Cultural | Darlinghurst |
| Υ | Long-term tenancies | Arts and Cultural | Darlinghurst |
| Υ | Long-term tenancies | Arts and Cultural | Darlinghurst |
| N | Art2Muse Gallery | Arts and Cultural | Double Bay |
| N | Four Winds Gallery | Arts and Cultural | Double Bay |
| N | Frances Keevil Gallery | Arts and Cultural | Double Bay |
| N | Marlene Antico Fine Arts | Arts and Cultural | Double Bay |
| N | Silver Plume Gallery | Arts and Cultural | Double Bay |
| N | Berkeley Editions | Arts and Cultural | East Sydney NSW |
| N | Airpaca Studio | Arts and Cultural | Edgecliff |
| N | Michael Commerford Gallery | Arts and Cultural | Edgecliff |
| N | ALASKA Projects | Arts and Cultural | Elizabeth Bay |
| N | Josef Lebovic Gallery | Arts and Cultural | Kensington |
| N | Comber Street Studios | Arts and Cultural | Paddington |
| N | Paddingon Music | Arts and Cultural | Paddington |
| N | 3 Foot Square | Arts and Cultural | Paddington |
| N | Archetype Gallery | Arts and Cultural | Paddington |
| N | Australian Centre for Photography | Arts and Cultural | Paddington |
| N | Australian Galleries | Arts and Cultural | Paddington |
| N | Barometer | Arts and Cultural | Paddington |
| Ν | Blender Gallery | Arts and Cultural | Paddington |

| Council | Name | Category | Suburb |
|---------|---|-------------------|-----------------|
| Ν | Butchers Hook Art Gallery | Arts and Cultural | Paddington |
| N | Christopher Day Gallery | Arts and Cultural | Paddington |
| Ν | COFAspace Gallery | Arts and Cultural | Paddington |
| N | Factotum Studio & Gallery | Arts and Cultural | Paddington |
| Ν | Gallery Savah | Arts and Cultural | Paddington |
| Ν | Global Gallery | Arts and Cultural | Paddington |
| Ν | Harrison Galleries | Arts and Cultural | Paddington |
| N | Jensen Gallery | Arts and Cultural | Paddington |
| N | Juniper Hall | Arts and Cultural | Paddington |
| N | Kudos Gallery | Arts and Cultural | Paddington |
| N | Martin Browne Contemporary | Arts and Cultural | Paddington |
| Ν | Mary Place Gallery | Arts and Cultural | Paddington |
| N | Maunsell Wickes at Barry Stern Galleries | Arts and Cultural | Paddington |
| N | MiCK | Arts and Cultural | Paddington |
| N | Roslyn Oxley9 | Arts and Cultural | Paddington |
| N | Sabbia Gallery | Arts and Cultural | Paddington |
| N | Sarah Cottier Gallery | Arts and Cultural | Paddington |
| N | Savill Galleries | Arts and Cultural | Paddington |
| N | Sherman Contemporary Art Foundation | Arts and Cultural | Paddington |
| N | Stills Gallery | Arts and Cultural | Paddington |
| N | Stone Gallery on Oxford | Arts and Cultural | Paddington |
| N | Wagner Gallery | Arts and Cultural | Paddington |
| N | 107 Projects | Arts and Cultural | Redfern |
| N | The Music Suite | Arts and Cultural | Rose Bay |
| N | Arthouse Gallery | Arts and Cultural | Rushcutters Bay |
| N | Mr Antiques and Fine Art Gallery | Arts and Cultural | Rushcutters Bay |

| Council | Name | Category | Suburb |
|---------|----------------------------------|-------------------|-----------------|
| N | Rushcutters Bay Gallery | Arts and Cultural | Rushcutters Bay |
| N | Sara Roney Gallery | Arts and Cultural | Rushcutters Bay |
| Υ | Bathurst Street Spaces | Arts and Cultural | Sydney |
| N | CWM Galleries | Arts and Cultural | Sydney |
| N | Studio 70 art classes | Arts and Cultural | Vaucluse |
| N | Balance Creative | Arts and Cultural | Vaucluse |
| N | Rogoff Art Studio | Arts and Cultural | Watsons Bay |
| N | .M Contemporary | Arts and Cultural | Woollahra |
| N | Dickerson Gallery | Arts and Cultural | Woollahra |
| N | Fellia Melas Gallery | Arts and Cultural | Woollahra |
| N | Michael Carr Art Dealer | Arts and Cultural | Woollahra |
| N | Olsen Gallery | Arts and Cultural | Woollahra |
| N | Sharpio | Arts and Cultural | Woollahra |
| N | Sydney Art Lessons | Arts and Cultural | Woollahra |
| N | Sydney Drama School | Arts and Cultural | Woollahra |
| N | Woollahra Philharmonic Orchestra | Arts and Cultural | Woollahra |
| N | Jills Music School | Arts and Cultural | Woollahra |
| N | Art Network Australia | Arts and Cultural | Woollahra |
| N | Beowulf Galleries | Arts and Cultural | Woollahra |
| N | Dickerson Gallery | Arts and Cultural | Woollahra |
| N | Eva Breuer Art Dealer | Arts and Cultural | Woollahra |
| N | Fellia Melas Gallery | Arts and Cultural | Woollahra |
| N | Graphis Art & Framing | Arts and Cultural | Woollahra |
| N | Olsen Irwin Gallery | Arts and Cultural | Woollahra |
| N | Queen St Gallery | Arts and Cultural | Woollahra |
| N | Richard Martin Art | Arts and Cultural | Woollahra |

| Council | Name | Category | Suburb |
|---------|---|------------------|----------------|
| Ν | St Stephens childrens Centre | Childcare Centre | Bellevue Hill |
| N | Scots College Prep Early Learning | Childcare Centre | Bellevue Hill |
| N | Little Zak's Academy | Childcare Centre | Bondi |
| N | Active Kids Group | Childcare Centre | Bondi Beach |
| N | Goodstart Learning | Childcare Centre | Bondi Junction |
| N | St Marks Preschool | Childcare Centre | Darling Point |
| N | Babies by the Bay | Childcare Centre | Double Bay |
| N | The Prep school | Childcare Centre | Double Bay |
| N | Goodstart Early Learning Double Bay | Childcare Centre | Double Bay |
| N | Thumelina Edgecliffe Day Centre | Childcare Centre | Edgecliff |
| N | Active Kids Group | Childcare Centre | Edgecliff |
| N | Peter Pan Paddington Pres Chool | Childcare Centre | Paddington |
| N | Paddington Church of Christ Kindergarten | Childcare Centre | Paddington |
| N | SDN Paddington Children's Education and Care Centre | Childcare Centre | Paddington |
| N | Ballykin at Rose Bay | Childcare Centre | Paddington |
| N | Active Kids Group | Childcare Centre | Rose Bay |
| N | Bo Peep Kindergarten | Childcare Centre | Rose Bay |
| N | Hamsphrei House | Childcare Centre | Rose Bay |
| N | Hug a Bub | Childcare Centre | Rose Bay |
| N | Angles of the Bay Preschool | Childcare Centre | Rose Bay |
| N | The Cots College Early Years Centre | Childcare Centre | Rose Bay |
| N | The Third Bear Preparatory School | Childcare Centre | Rose Bay |
| N | Sophie's Cottage | Childcare Centre | Rose Bay |
| N | My stepping Stones Rose Bay | Childcare Centre | Rose Bay |
| N | Greenwood Rose Bay | Childcare Centre | Rose Bay |

| Council | Name | Category | Suburb |
|---------|---|------------------|----------------|
| Υ | Moverly Children's Centre | Childcare Centre | South Coogee |
| N | Vaucluse Kinder Haven | Childcare Centre | Vaucluse |
| N | St Michaels Pre School | Childcare Centre | Vaucluse |
| N | Vaucluse Cottage | Childcare Centre | Vaucluse |
| N | Vaucluse Little School | Childcare Centre | Vaucluse |
| N | The Third Bear Preparatory School | Childcare Centre | Woollahra |
| N | The Third Bear Playschool | Childcare Centre | Woollahra |
| N | Emaneul Woollarha Pre School | Childcare Centre | Woollahra |
| N | Sir Phillip Baxter Child Care Centre | Childcare Centre | Woollahra |
| N | Woollahra Cottage | Childcare Centre | Woollahra |
| N | Reddam House Eealy Learning School | Childcare Centre | Woollahra |
| Υ | Cliff Noble Community Centre | Community | Alexandria |
| Υ | Girl Guides | Community | Bondi |
| Υ | Amenity Building | Community | Bondi |
| Υ | School of Arts | Community | Bondi |
| Υ | Hugh Bamford Reserve Hall | Community | Bondi |
| N | Independent Community Living Australia | Community | Bondi |
| Υ | Wairoa Community Centre Hall | Community | Bondi Beach |
| N | Bondi Toy Library | Community | Bondi Beach |
| Y | Mill Hill Community Centre | Community | Bondi Junction |
| N | WAYS Youth and Family | Community | Bondi Junction |
| N | Headspace | Community | Bondi Junction |
| | | | |

| Council | Name | Category | Suburb |
|---------|--|-----------|----------------|
| N | Caretakers Cottage | Community | Bondi Junction |
| N | Crossroads | Community | Bondi Junction |
| Υ | Burnie Park Community Centre | Community | Clovelly |
| Y | Clovelly Senior Citizens Centre | Community | Clovelly |
| Ν | Girl Guides and Scouts | Community | Coogee |
| Y | Coogee East Ward Senior Citizens Centre | Community | Coogee |
| Ν | Neami National | Community | Darlinghurst |
| Ν | Rough Edges | Community | Darlinghurst |
| N | Darlinghurst Community Centre | Community | Darlinghurst |
| N | Student Edge | Community | Darlinghurst |
| Υ | Kensington Park Community Centre | Community | Kensington |
| Ν | Scouts | Community | Kensington |
| N | Lou's Place | Community | Kings Cross |
| N | Girl Guides and Scouts | Community | Kingsford |
| Y | Randwick City Council Community Nursery | Community | Kingsford |
| N | Scouts | Community | North Bondi |
| N | Girl Guides and Scouts | Community | Paddington |
| Υ | Paddington Town Hall | Community | Paddington |
| N | Centre 360 Youth and Family Service | Community | Paddington |
| N | Sydney Community Foundation | Community | Paddington |
| Y | Reginald Murphy Community Centre | Community | Potts Point |
| Υ | Rex Centre | Community | Potts Point |

| Council | Name | Category | Suburb |
|---------|--|------------------|---------------|
| Υ | Randwick Community Centre | Community | Randwick |
| Υ | Randwick Literary Institute | Community | Randwick |
| N | Scouts | Community | Randwick |
| Υ | Randwick Town Hall | Community | Randwick |
| N | The Ted Noffs Foundation | Community | Randwick |
| N | Black Dog Institute | Community | Randwick |
| N | Sunnyfield DisAbility Services | Community | Randwick |
| N | Ronald Mcdonald House Randwick | Community | Randwick |
| Υ | Barrett House | Community | Randwick |
| Υ | Redfern Community Centre | Community | Redfern |
| Υ | Ron Williams Centre | Community | Redfern |
| N | Scouts | Community | Rose Bay |
| Υ | Girl Guides | Community | South Coogee |
| N | Oasis Youth Support Network | Community | Surry Hills |
| Υ | Kimberley Reserve Community Hall | Community | Vaucluse |
| N | Scouts | Community | Waverley |
| N | COA | Community | Woollahra |
| N | Jewish Care | Community | Woollahra |
| N | The National Council of Jewish Women | Community | Woollahra |
| N | Baptist Care Hopestreet | Community | Woolloomooloo |
| Υ | Sydney City Farm | Community garden | Alexandria |
| N | Cooper Park Community Garden | Community Garden | Bellevue Hill |

| Council | Name | Category | Suburb |
|---------|---|------------------|----------------|
| Ν | Coogee Community Garden | Community garden | Coogee |
| N | Paddington Community Garden | Community garden | Paddington |
| Υ | James Street Reserve Community Garden | Community garden | Redfern |
| Υ | Poets' Corner Community Garden | Community garden | Redfern |
| Υ | Gred Hewish Community Garden | Community garden | Redfern |
| N | Rose Bay Community Garden | Community Garden | Rose Bay |
| Y | Woolloomooloo Permaculture Community Garden | Community garden | Woolloomooloo |
| Y | Bourke Street Park Community Garden | Community garden | Woolloomooloo |
| N | Fnky Mnky | Coworking Space | Coogee |
| N | Emerge Sydney | Coworking Space | Surry Hills |
| N | One Space | Coworking Space | Bondi Junction |
| N | WOTSO Workspace | Coworking Space | Bondi Junction |
| N | Hub Hyde Park | Coworking Space | Darlinghurst |
| N | Aeona | Coworking Space | Surry Hills |
| N | Creative co-working spaces | Coworking Space | Surry Hills |
| Ν | Spacesworks | Coworking Space | Surry Hills |
| N | The Office Space | Coworking Space | Surry Hills |
| N | Bustle Studios | Coworking Space | Sydney |
| N | Y Studio | Coworking Space | Double Bay |
| N | District | Coworking Space | Double Bay |
| N | Paddock Co-Working Space | Coworking Space | Edgecliff |

| Council | Name | Category | Suburb |
|---------|--|-------------------------------|----------------|
| Ν | WeCo Coworking Space | Coworking Space | Edgecliff |
| N | Workspace365 | Coworking Space | Edgecliff |
| N | Social Impact Hub | Coworking Space | Edgecliff |
| N | Waverley Early Childhood Health Centre | Early Childhood Health Centre | Waverley |
| N | Bondi Beach Early Childhood Health Centre | Early Childhood Health Centre | Bondi |
| N | Cranbrook School | Education | Bellevue Hill |
| N | The Scots College | Education | Bellevue Hill |
| N | Bellevue Hill Public Primary School | Education | Bellevue Hill |
| N | Chabad Double Bay School Hall | Education | Double Bay |
| Ν | Double Bay Public School Hall | Education | Double Bay |
| Ν | Ascham School Hall | Education | Edgecliff |
| N | Edgecliff Preparatory School Hall | Education | Paddington |
| N | Glenmore Road Public School Hall | Education | Paddington |
| N | McAuley Rose Bay | Education | Rose Bay |
| N | Kambala | Education | Rose Bay |
| N | Rose Bay Public Primary School | Education | Rose Bay |
| N | Kincoppal Rose Bay | Education | Vaucluse |
| Ν | Kincoppal Rose Bay Junior School | Education | Vaucluse |
| N | Vaucluse Public School | Education | Vaucluse |
| N | Woollahra Public School Hall | Education | Woollahra |
| Υ | Bondi Pavilion | Function Centre | Bondi Beach |
| N | The Little Space | Function Centre | Bondi Junction |
| | | | |

| Council | Name | Category | Suburb |
|---------|---|--------------------|----------------|
| Υ | Prince Henry Centre | Function Centre | Little Bay |
| N | Paddo RSL | Function Centre | Paddington |
| N | Club Rose Bay | Function Centre | Rose Bay |
| Υ | Waverley Library (Ron Lander Centre) | Library | Bondi Junction |
| Υ | Customs House Library | Library | Circular Quay |
| Υ | Kings Cross Library | Library | Kings Cross |
| Υ | Pyrmont Link | Library | Pyrmont |
| Υ | Margaret Martin Library Randwick | Library | Randwick |
| Υ | Surry Hills Library | Library | Surry Hills |
| Υ | Town Hall Library Express | Library | Sydney |
| Υ | Waterloo Library | Library | Waterloo |
| Υ | Green Square Library | Library | Zetland |
| N | Bondi Junction Private Hospital | Medical and Health | Bondi Junction |
| N | Bogan Psychological Centre | Medical and Health | Bondi Junction |
| N | St Vincent's Hospital Sydney | Medical and Health | Darlinghurst |
| N | St Vincent's Private Hospital Sydney | Medical and Health | Darlinghurst |
| Ν | Sydney Sinus and Allergy Centre | Medical and Health | Edgecliff |
| Ν | Prince of Wales Private Hospital | Medical and Health | Randwick |
| Ν | The Royal Hospital for Women | Medical and Health | Randwick |
| Ν | Double Bay Chapel | Place of Worship | Double Bay |
| N | St Joseph Catholic Church | Place of Worship | Edgecliff |

| Council | Name | Category | Suburb |
|---------|--|------------------|----------------|
| N | Paddington Church of Christ | Place of Worship | Paddington |
| N | St. Francis of Assisi's Catholic Church | Place of Worship | Paddington |
| N | St George's Anglican Church | Place of Worship | Paddington |
| N | Paddington Uniting Church | Place of Worship | Paddington |
| N | All Saints' Curch | Place of Worship | Woollahra |
| N | St Columba Woollahra | Place of Worship | Woollahra |
| Y | Margaret Whitlam Recreation Centre | Recreation | Bondi Junction |
| N | Double Bay Bowling Club | Recreation | Double Bay |
| N | Maccabi Tennis | Recreation | Paddington |
| N | Wentworth Tennis Club | Recreation | Paddington |
| Ν | The Royal Sydney Golf Club | Recreation | Rose Bay |
| N | Woollahra Sailing Club | Recreation | Rose Bay |
| N | Vaucluse Bowling Club | Recreation | Vaucluse |
| Y | Juanita Nielsen Community Centre | Recreation | Woolloomooloo |

EARLY CHILDHOOD HEALTH CENTRES MAP

