



Cultural and Community Places Plan

Acknowledgement of expert advice

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Alignment with our vision

The Cultural and Community Place Plan is helping to achieve our Corporate Plan 2022–2027 and realise our vision:

Our Moreton Bay. Amazing places. Natural spaces.

This Plan supports the following strategic pillar and goal:



OUR VIBRANT COMMUNITIES

Moreton Bay will have vibrant communities that proudly come together to participate in and celebrate different cultures and life experiences, with access to the services and facilities they need.

Read more about Council's Corporate Plan and the pillars that underpin it at: moretonbay.qld.gov.au/Services/Reports-Policies/Corporate-Plan

Welcome

The City of Moreton Bay has a diverse network of community facilities infrastructure that brings people together, provides a focus for communities and is integral to a vibrant, creative, healthy and strong community. Our community facilities work together to support the quality of life in our city and include our much-loved libraries, community halls, art galleries, museums, aquatic centres and more.

Community facilities are provided by State and local governments with some commercial and not for profit providers too. This plan focuses on Councils role and establishes a values-based framework for the provision of our facilities.

These are the amazing places provided for the benefit of our whole communities and seek to bring communities together building social cohesion, trust, and sense of identity.

This Cultural and Community Places Plan sets the strategic principles, values, classifications, and planning actions to guide the future management and preservation of the City of Moreton Bay's community facilities infrastructure, over the next 20 years.

Acknowledgment of Country

City of Moreton Bay acknowledges the Jinibara, Kabi Kabi, and Turrbal peoples and pays respects to Elders, past, present and emerging.

Council recognises that the Moreton Bay region has always been a place of cultural, spiritual, social, and economic significance to its Traditional Custodians.

Council is committed to reconciliation and working in partnership with Traditional Custodians and Aboriginal and Torres Strait Islander communities to shape a shared future for the benefit of all communities within the City of Moreton Bay and beyond.





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Disclaimer

City of Moreton Bay and its officers accept no liability for decisions made based on information, expressed or implied, in this document. Nothing in this document should be taken as legal advice.

1. Introduction

This plan outlines Council's strategic direction for the provision of infrastructure for cultural and community places across the City of Moreton Bay. It considers the type and range of facilities, locational requirements, and key policies for those facilities. The plan also establishes the method and process for region wide planning and direction for implementation.

1.1 Types of facilities

Council provides a range of cultural and community facilities across the city. These are either Council-owned and operated or leased to the community. The following facility types are provided where they meet a community's specific needs. These are further detailed in section 6.



1.2 Benefit Assessment Framework

This plan uses a place-based planning approach that matches our cultural and community facilities to the level of centre or location to support our neighbourhoods and communities.

Each facility is considered against the following values to inform the Benefit Assessment Framework (see section 7) and ensure that new projects meet Council's corporate objectives and respond to the community needs and aspirations:

- Community voice
- Identity of place
- Inclusive and intergenerational
- Enriched and extended
- Creative and expressive
- Wellbeing
- Sustainability
- Resilience.



2. Purpose

The purpose of this plan is to provide the strategic the infrastructure planning of cultural and community facilities for the next 20 years.

2.1 Aspiration

By 2033, our Moreton Bay will have vibrant communities that proudly come together to participate in and celebrate different cultures and life experiences, with access to the services and facilities they need.

- Corporate Plan 2022- 2027

To provide of a range of cultural and community places that support our vibrant communities as they come together to celebrate different cultural and life experiences, including access to services and facilities.

2.2 Objectives

The objectives of this plan align with the Community Wellbeing Strategy:

- **Our places** provide **facilities** that support healthy and active lifestyle choices for our communities.
- **Our places** are safe **facilities** that support our communities’ resilience and capacity to recover from major events and adversity.
- **Our places** provide **facilities** for participation in creative experiences and celebrate our stories, cultures, and identities.
- **Our places and facilities** are designed and built to be respectful, inclusive and allow for diversity and connection within our communities.

2.3 Benefits

Cultural and community facilities and services are core Council functions. We provide a range of spaces for cultural activities, from libraries and art galleries to performance spaces and heritage trails. Council also supports community groups with public facilities such as community halls, storage, meeting spaces and event spaces.

These are places where our communities come together, socialise, and our city’s social and cultural capital is created and exchanged. These are the spaces that support lifestyle, provide amenity, enhance leisure activities, and support cultural expression within our communities.

2.4 Community focus and economic benefit

Cultural and community infrastructure helps create a centre’s vitality and vibrancy.

Cultural and community facilities (community infrastructure) support economic development, activate our centres and promote our city. Council’s investigations into the centres and retail opportunities identified that community infrastructure brings people together, assists the development of social capital, maintains quality of life, and supports the skills and resilience essential to strong communities.

Quality community infrastructure is also a magnet for investment and economic growth, which is supported by highly valued amenity.

Easy access via a range of transport options is vital for our community infrastructure and supports community equity and efficient movement across our region. Community facilities enhance the role of centres as a focus of commercial and community activity. Co-location of community and cultural facilities with retail and commercial opportunities, human services, and various open space and recreational opportunities builds vitality and activity for our city’s centres to support their economic potential.

Higher order centres are noted for their significant economic and social role within communities. They are also the focus for our higher order cultural and community facilities, which require detailed planning to support and enhance their commercial activities while creating heart and identity for the community. Our centres are the key focal point for communities across Moreton Bay, not only as places for work and business, but also for entertainment or enjoyment.

Another focus for Council’s cultural and community infrastructure is to provide a range of accessible places that are inclusive for our diverse communities, and meet their specific needs. Each district catchment is provided with a range of community facilities, from multi-purpose spaces to libraries that are either regional, district, local or link libraries. Art spaces include art galleries, makerspaces, public art or community spaces with art programs.

An understanding of community infrastructure need is established for each of our 10 district catchment areas. Although centres are key locations (sports parks may be suitable in some instances), appropriate facilities are considered in terms of how they complement a centre and its amenity.

2.5 Social capital and community development

Community facilities are places for communities to get together, build social and cultural capital, and share experience location and identity. These spaces are the key incubators of community resilience and the first point of contact and support in times of crisis. They are the refuges and evacuation centres, the known, trusted centres loved by our communities.

There are three fundamental ways that our cultural and community places support the development of social capital:

Bonding is the connections within groups that share similar cultural context such as ethnicity, religion, locality, and personal interests.

Bridging relates to extended interactions beyond interests and existing social connections to build a web of connections or relationships - extending who we know beyond our cultural groups.

Linking relates to the connections between groups and institutions to access resources and problem solving.

Social capital improves liveability of our divisions and supports happy, healthy lifestyles, lifelong learning and creative expression. Cultural and community facilities provide the places for these social capital exchanges. As a result, communities gain from sustainability, social justice, resilience, and economic benefits with the development of strong social capital facilitated through cultural and community facilities.



2.6 Key trends and innovations

Recent trends reflect a change and maturing of how we use and deliver our cultural and community places, including:

Multipurpose and flexible design - facilitates the efficient use of spaces for various services and functions to provide the most value for the whole community through concurrent programs and groups.

Resilience and refuge - recent experiences and future predictions have highlighted the need to respond to major natural weather events and times of crisis. Community facilities are vital for service delivery and information distribution. They are also critical places of refuge, retreat, or evacuation, health hubs and community connectors when people need support and safety.

Environmentally sustainable - Council is leading by example with environmentally sustainable design and construction that showcases innovative ways of using materials and design for carbon neutral buildings which use lower levels of energy to run and maintain.

Intergenerational spaces - bridge the gaps between age groups and maximise building use. This trend moves beyond specific buildings for seniors or children to cater for the broader community and encourages greater levels of interaction through intergenerational learning and informal interactions.

Technology enabled spaces - provide management and connection to cultural and community places that improve access and interpretation. Technology incorporates the venue facilities and the way communities connect to what is happening in their communities with awareness and sharing through social media and online information.

Cultural connection and exchange - is recognised for the value it provides for communities to share their stories, exchange cultural understandings, experiences and education about varied perspectives.

Place identity - is supported by public buildings and spaces which can activate local centres and provide quality engaging places that people relate to and identify with.

Inclusive spaces and programs - our communities expect a broad level of inclusion and accessibility for people of all backgrounds, abilities, and ages. How we design and shape our buildings makes a big difference to meeting our diverse communities' needs.

Health and wellbeing - our communities benefit from facilities designed with a health and wellbeing focus. Design promotes a sense of connection and belonging, while our facility types relate to health and wellbeing programs.

Public and private partnerships - joint planning and resourcing supports the provision and programming of community facilities. There is a growing trend for partnerships that bring together interest groups to co-fund or support the development of facilities.

Revenue streams - services and groups using our facilities may source a range revenue streams to fund their activities. An understanding of available options is key to the long-term sustainability of activities in our cultural and community facilities.

3. Planning context

Our Community Wellbeing Strategy is supported by four plans, which together inform the Corporate Plan's five strategic pillars, as shown in the diagram below



The Cultural and Community Places Plan directs and informs Council's response to the city's physical infrastructure, Planning Scheme, budget processes, and long-term planning.

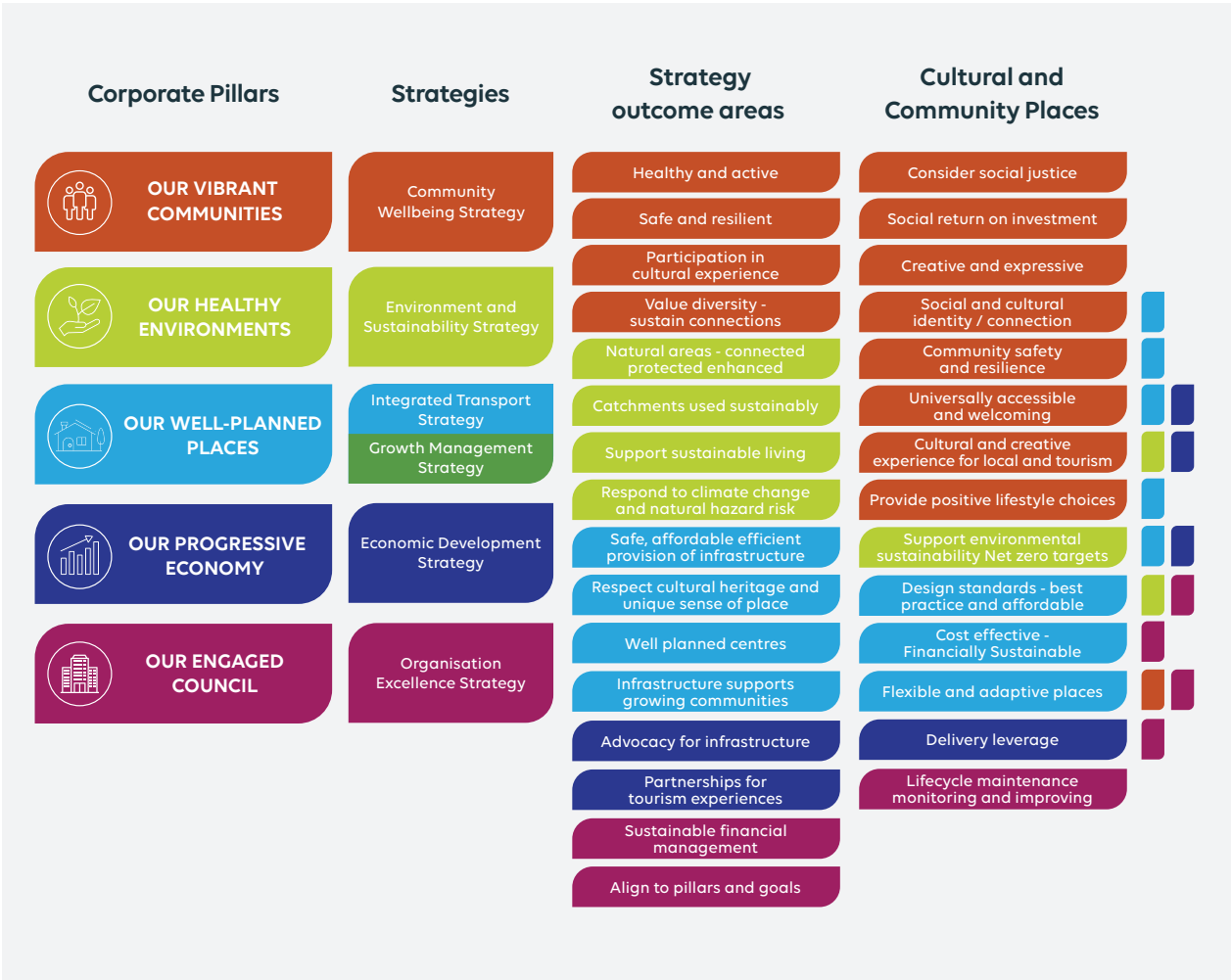
Cultural and community facilities continue to have a significant role as infrastructure supporting lifestyle and wellbeing for strong communities.

This plan is closely related to the Open Space Plan which similarly deals with the City of Moreton Bay's civic spaces, parks, and reserves. These open space areas also play a key role in the development and support of community along with the provision of lifestyle and amenity value for our communities.

The Cultural and Community Places Plan also relates to the Vibrant Communities pillar and is linked to the Well-Planned Places pillar which supports accessibility requirements in the Integrated Transport Strategy.

This plan replaces the Community Infrastructure Strategy 2012-2031.

The following diagram demonstrates the relationship between Council's five strategic pillars and how each strategy aligns to this plan's actions.



Planning Scheme 2016

Council's Planning Scheme regulates the development of cultural and community facilities which are an important component of centres and areas. While these are mostly facilitated within the centre's zone, they could also be developed in specific areas where the land use is identified.

The Local Government Infrastructure Plan establishes the desired standards of service for key trunk community facilities and includes work identified for future land requirements.

In some instances, the community facilities zones relate to specific utility facilities like depots instead of public facilities such as halls. These activities may have locational requirements that are not centres based and do not support co-location. These utility activities are separately planned for and not considered in this plan.



4. Council's role

Council plays a key role in the provision of infrastructure for cultural and community places but this requires more than bricks and mortar. Council also leads and directs, advocates, and supports.

Council is pivotal in the establishment of places and services that bring communities together and builds long term social and cultural capital as well as community resilience for the long term. Council's involvement includes:

 Infrastructure provisions	 Service provision	 Grants and sponsoships	 Policy, strategy and regulation
 Leadership	 Partnerships	 Advocacy	 Engagement
 Capacity building	 Custodian	 Research	 Connector

Alignment with the Plan's policies

POLICY 1: Encourage private sector delivery of cultural and community places infrastructure to enhance lifestyle opportunities across the City.

5. Our communities



6. Types of facilities

Council works across a diverse range of community facilities. Some are owned and operated by Council, others are owned by Council and operated by others, while others are provided through partnership opportunities and shared responsibility between Council, state, and other organisations. The list below describes the types of community facilities, their hierarchy and key locational considerations.

Facility type	Hierarchy range	Key location considerations
Libraries	Regional District Local	Existing library locations and library links in emerging areas. Aligned to Library Network Plan.
Library links (pods, digital panels, pop-ups, reading rooms)	Rural Local	Location connected to other facilities. Aligned to Library Network Plan.
Maker spaces including media labs	District Specific local need	Co-location with other community facilities, particularly youth or libraries.
Community halls	Rural District Regional	Connected to community, public transport. Regional in major centre, access to transport and multifunctional facilities.
Community / Neighbourhood Centres	Local	Needs basis - supported by state and not-for-profit organisations.
Meeting rooms	Local	Co-located with other community facilities, such as libraries and community halls.
Environmental centres	Site specific District level	Site specific location relating to environmental values and nature - not generally based in centres.
Youth centres	District	Connected to parks or youth recreation space, libraries, or galleries.
Seniors' centres	District	Connected to other community facilities and transport.
Places of refuge	Based on Local Area Disaster Management Plans	Located within existing community infrastructure, particularly libraries. Accessibility during events is the key locational factor.

Facility type	Hierarchy range	Key location considerations
Evacuation centres	Based on Local Area Disaster Management Plans	Located within existing community infrastructure, particularly libraries and community halls. Require additional provisions of facilities (e.g. amenities and storage). Accessibility during events is the key locational factor.
Disaster Management Control Centre(s)	Based on Local Area Disaster Management Plans	Connected to places of refuge or evacuation centres. Currently within Council offices.
Cultural and Performing Arts Centres	Regional	Principle centres or specific site: business case required, including social return on investment.
Galleries	Regional or specific sites	Located in centres or for tourism and location advantage.
Art and heritage archive keeping spaces	Regional	Large facility opportunity linked to centre.
Art creation incubator and workshops spaces	District or associated with regional	Co-located with other facilities such as hub or storage for activation and incubation of ideas and creative industries.
Theatres (including black box style theatre)	Regional	Focused on key centres and other facilities.
Museums	Situational Regional	Existing locations.
Heritage villages or community museums	Situational Regional	Existing locations.
Community kitchens	Local	Option - needs /demand basis: social needs assessment required.
Social enterprise centres/spaces (offices or other spaces)	District	Option - needs /demand basis: business case required.
Community group facilities - for example: • Scouts Guides • Police Citizens Youth Club • University of the Third Age (U3A) • Men's sheds • Country Women's Association (CWA) • Craft groups (specific user groups - specific arrangements/leases with Council) • Heritage groups	District	Based on lease arrangements and shared facilities.
Storage for clubs	Local	Connected to other facilities. Rationalised to avoid multiple shed and piecemeal placement.

Facility type	Hierarchy range	Key location considerations
Public art	Centres	Based on identified need or plan.
Heritage or cultural walks	Urban areas related to heritage features	Based on identified heritage or cultural items and appropriate trails.
Community furniture (chatty bench, outdoor meeting spaces)	Civic centres, foreshores, and recreation parks	Connected to specific community projects or community precincts.
Community nurseries, gardens, food source gardens (specific management team)	Connected to parks and environmental areas	Existing facilities. Identified need.
Pop-ups (policy supporting but not managed)	Emerging areas Recreational Parks - District and Regional	Used to support emerging areas and early provision of facilities.
Entertainment, Sports and Events Spaces	Regional	Specific locational requirements - access to public transport, regional centre, appropriate parking. Require business case.
Aquatic and fitness centres	Regional District Local / Rural	Based on network planning.
Flexible workspaces / remote work offices	District	Based on needs assessment. Centres based.
Recreation Parks (Dog off leash areas, outdoor amphitheatres and stages, club houses for sports groups, café lease spaces for parks or facilities)	District and Regional recreation and sports parks	See the Open Space Plan.

Community and cultural places combining similar uses may be developed over time - phasing, staging, evolution of spaces with their communities.

Temporary spaces and pop-ups (using parks and leased spaces) provide opportunities to allow testing and activation with community facilities before cost commitments. Communicating the temporary nature of these spaces should be clear to communities with a feedback loop for their effectiveness and desirability.

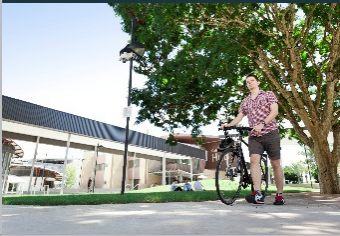
Alignment with the Plan’s policies

POLICY 2: Council supports and services the community’s cultural and community infrastructure needs as the City continues to grow through well-planned existing and emerging neighbourhoods.

POLICY 3: A range of facility types (listed in section 1.1) are considered, as needed, to support the city’s communities. Existing uses and new facility types are included to meet changing social needs and trends.

7. Principles for Cultural and Community Places

The following Principles are used when planning our cultural and community facilities.

	People	Places	Process
			
What we value	Inclusivity Social justice and equity Wellbeing Support and grow resilience	Accessible Welcoming Safe and resilient Universal accessibility	Social return on investment Efficient
Who we are	Identity Creative and expressive Enriched and extended Lifestyle opportunities	Digital and hybrid Subtropical design Connected to place	Innovative Sustainable Best practice
How we operate	Voice of community	Environmentally sustainable Multipurpose and adaptable	Funding partnerships Lifecycle - maintenance Cost effective - triple bottom line

7.1 People

Our facilities are designed, managed, and supported to provide community connections, experiences, and expand social capital.

The following table describes the relationship between the plan’s values and the point of community connection.

	Values	Connection
What we value	Inclusive and intergenerational	Accessibility for all.
		Design and function to suit wide range of uses and people.
		Shared use across multiple community interest groups.
		Bring various generations together.
	Social justice and equity	Build community and social connection.
		Culturally safe spaces - architectural considerations.
		Avoid designs that replicate institutions and/or colonial spaces that can recreate trauma.
	Wellbeing	Physical activity and safety.
		Provide support for physical needs and mental health.
		Lifestyle affordability and opportunity.
		Social connection and relationship to community.
	Support and grow resilience	Provide places of refuge during heat waves, floods, fire, storms.
		Disaster preparedness, management, and response.
		Individual resilience supported through community.
Who we are	Identify and connection to place	Design and function of buildings and facilities.
		Context identification and planning.
	Creative and expressive	Creative journey and involvement of communities at different stages.
		Stimulus for communities.
		Development of creative economy: support pathway for amateur to professional.
	Enriched and extended	Diversity of place types.
		Expressive design.
		Adaptable facilities.
		Support pop-ups with flexibility to change adapt and trial new activities and ideas.
	Lifestyle opportunities	Opportunities to participate in a range of activities.
		Places for activity, facilitation or exploration of creativity.
		Accessible provision of creative places across the region.
How we operate	Voice of community	Moreton Says Pulse Surveys.
		Listening to community feedback.
		Supporting and encouraging community groups.
		Councillor representation.

The values in turn support the Benefit Assessment Framework which is used to assess and prioritise infrastructure projects in line with our corporate vision and key strategies.

Categories of benefit

Community Voice

- Responsiveness
- Regular surveys
- Councillor representation

Creative and expressive

- Opportunities
- Pathways and growth
- Connection and identity

Identity of place

- Heritage
- Responsive to environment
- Change over time

Wellbeing

- Physical health
- Mental health
- Social engagement
- Lifestyle opportunities

Inclusive and intergenerational

- Social justice
- Connection
- Welcomed

Sustainability

- Environmental
- Economic
- Social

Enriched and extended

- Opportunities
- Experience
- Quality of life

Resilience

- Resilience to events
- Adaptable
- Community
- Infrastructure

Alignment with the Plan’s policies

POLICY 4: Projects are prioritised in terms of social and cultural return on investment, demand, and costs – and includes assessment of benefits beyond dollar costs.

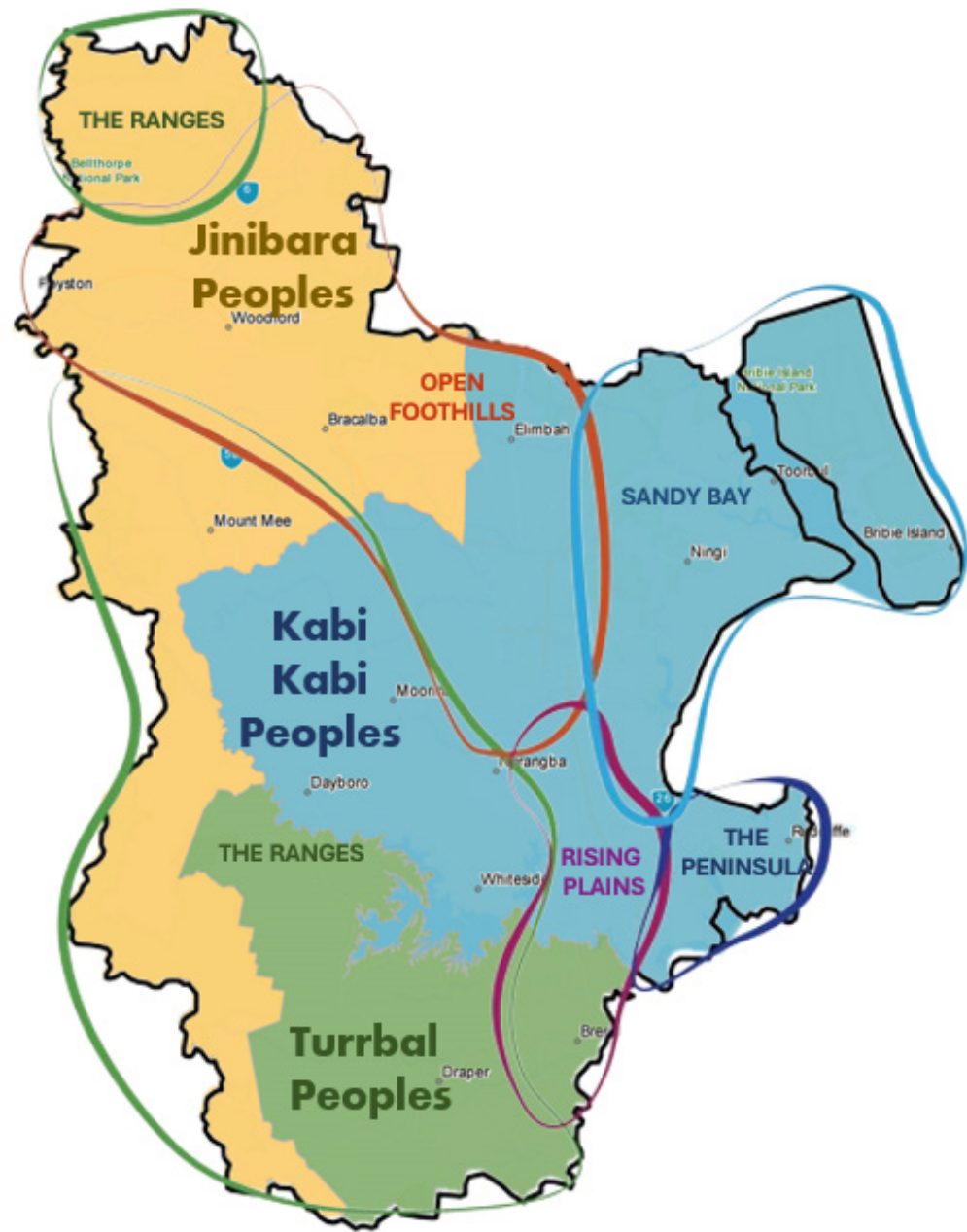
- Facilities design is universally accessible.
- Facilities support and connect community to develop resilience and recovery during events and natural hazards.
- Facilities located and designed to minimise impact of natural hazards on infrastructure and support communities during and after events.
- Provision of cultural and community facilities balanced with provision of other infrastructure and services.

POLICY 5: Regular checks-ins with our community about satisfaction levels and facilities provision using surveys, conversations, and management tools.

Identity

How we relate to our region, locality and communities assists our understanding and connection to place. Our cultural and community facilities respond to and reflect place identity based on community values and our strategic framework.

The following map highlights key elements that support place identity, including regional character areas, Traditional Country groups and distinctive waterways networks.



City of Moreton Bay’s diverse and rich identity

- Three Traditional Custodian areas: Jinibara, Kabi Kabi and Turrbal peoples.
- Coastal areas: Bribie Island and Redcliffe Peninsula
- Riverine areas and rising plains
- Hinterland and ranges: Part of the national heritage listed Glass House Mountains - Mount Miketeebumulgrai, Mount Elimbah (Saddleback) and Mount Tunbubudla (The Twins).

Alignment with the Plan’s policies

POLICY 6: Cultural and community places are well-designed exemplars of contemporary subtropical architecture. They are inspired by local identity and character, they incorporate smart technologies.

POLICY 7: Conserve heritage listed cultural and community places, adapt for use and maintain to ensure longevity.

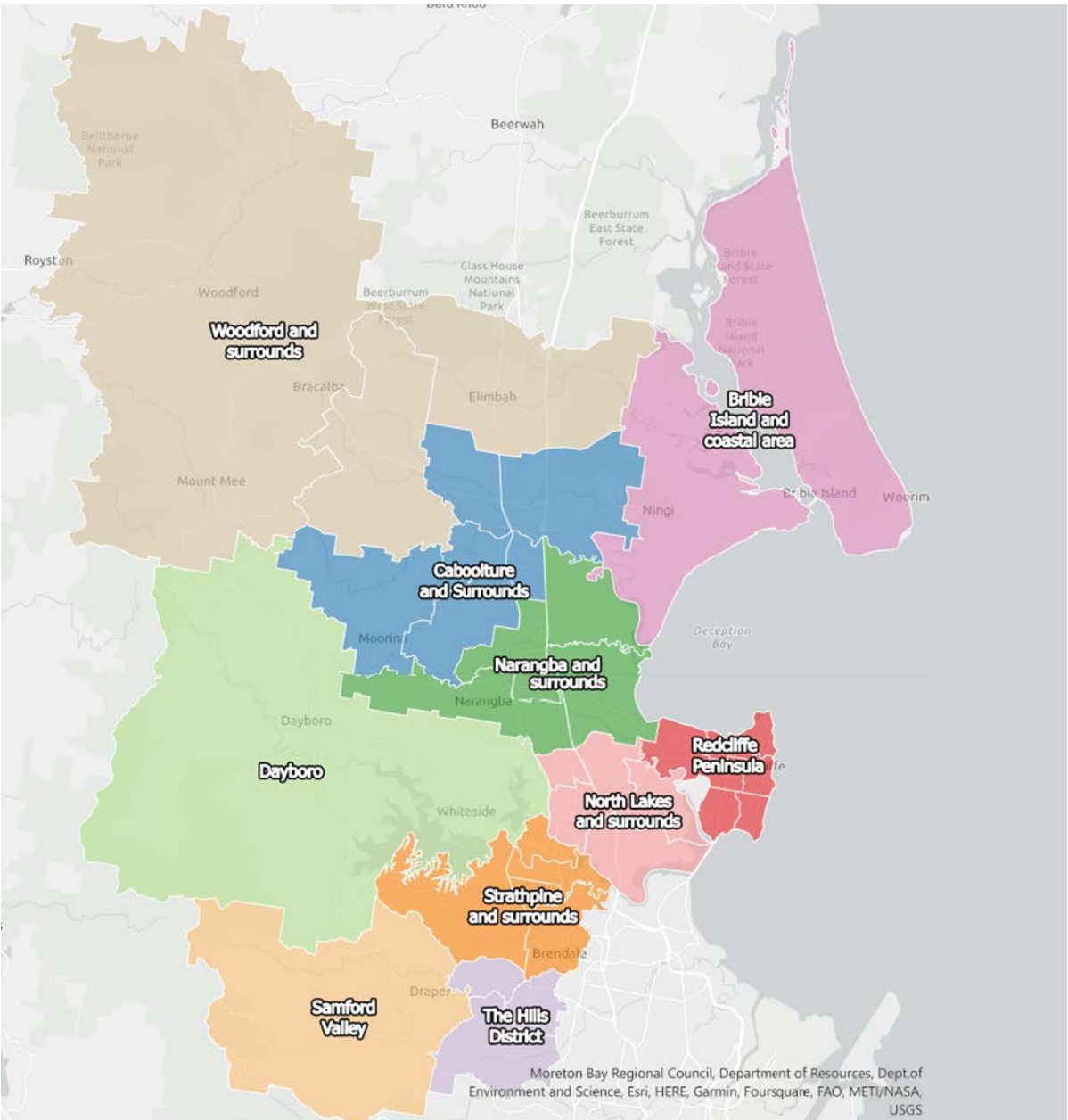
7.2 Places

Accessibility

Catchments

Catchments for community facilities can vary due to accessibility, work, travel patterns, as well as programs and opportunities offered (communities of interest).

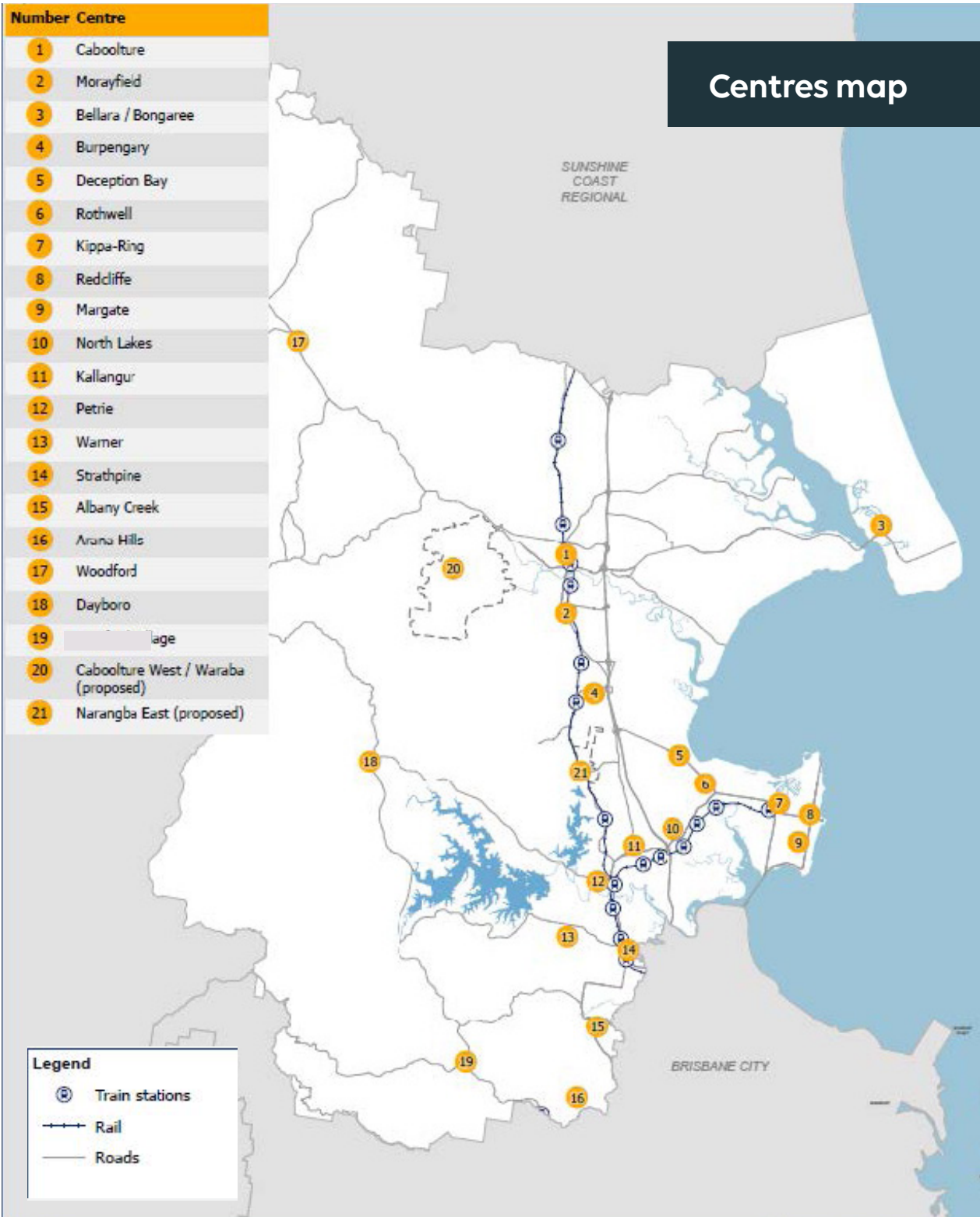
The catchments for this plan are based on the 10 district catchments defined in the Community Wellbeing Strategy (shown in the map below).



Focus on centres

Centres are important focal points within communities. They have an existing network of libraries, art galleries, performance centres, community halls, museums, heritage villages, RAS arts, and meeting rooms.

This plan acknowledges our city consists of multiple centres spread across rural centres in the west, the hills and urban core of the central area, to the coastal lowland areas and Redcliffe peninsula (shown in the map below).



The centres and retail policy review identified the significance of community facilities for the effective function of centres and their community heart. It further supports that community facility planning should be undertaken city-wide and consider the specific needs, roles, and locations of each centre and their accessibility.

Cultural and community infrastructure supports thriving centres. Planning for each centre must acknowledge and consider the specific role of community infrastructure, which can be used to revitalise, invigorate and connect people.

Centres across our city are a blended hierarchy, or polycentric model, including:

- principle centres
- higher order centres
- district centres
- local centres
- neighbourhood hubs.

While the aspiration is for community facilities to support vibrancy and function at each level, these may not currently match every centre at each level.

Some community facilities are already established as standalone venues or connected with recreation or sporting parks. Other facilities may require a specific location associated with its use, such as environmental centres and nurseries.

Place based planning is used to determine the best location for facilities, and highlight their role in stimulating centres and their accessibility. Alternatively, facilities might be placed within sports parks or other community facility clusters to facilitate activation and efficient use of council-owned land.

Context is the key factor in the evaluation of the best location, combined with land use planning either at the initial structure planning stage or in later neighbourhood and centres planning.

In some centres, master planning the relationship between council facilities and civic parks provides an opportunity to stimulate and support local economies. This community place master planning is undertaken for higher order community centres and major hubs.

Alignment with the Plan's policies

POLICY 8: Cultural and community facilities (or places) will be located primarily in centres to activate and support communities in the heart of activity (noting specific opportunities or requirements to locate them within sports precincts to support emerging and existing communities).

POLICY 9: Cultural and community places should be in locations that are accessible by public transport, active transport pathways and roads.

POLICY 10: Facilities support the activation of each other and will be focused in cultural and community precincts or hubs. New community facilities will be encouraged to locate in convenient and accessible locations, except for site specific types such as environmental centres.

POLICY 11: Temporary spaces and pop-ups provide interim uses as neighbourhoods develop. Appropriate community communication should be used to establish these temporary facilities while an emerging community defines its needs and identity around a cultural and community place.



Multipurpose and adaptable

Moreton Bay has a legacy of single use community facilities that require extensive work or replacement as they reach end of life. This plan focuses on achieving multipurpose, efficient use of community facilities for multiple appropriate activities.

Careful strategic design that incorporates flexibility and adaptability in multipurpose spaces creates more efficient and enduring cultural and community facilities that can change and adapt as their communities grow.

For example, libraries will provide spaces for reading and book collections, access to technology and programs, support communities as places of refuge, provide meeting spaces, and programs for arts and culture.

Community halls and meeting spaces meet the needs of many community groups and activities, as their levels of service support diverse uses and functions. These spaces may also provide for evacuation centres, medical hubs, and central hubs during a disaster or community emergency.

Some cultural and community facilities require fit for purpose buildings and locations. These include aquatic centres, environmental centres, and theatres. However, most facilities benefit from flexible, multi-use colocation which can support individual community groups through sharing and efficient use of community spaces.

Local community facilities can support neighbourhood planning and development on a needs basis. These include community gardens, outdoor settings, and temporary facilities in emerging areas.

Safe and resilient

Safe relates to design and location of community facilities, acknowledging crime prevention concepts.

Resilient relates to location choice, building form and material.

The Crime Prevention Through Environmental Design (CPTED) guidelines for Queensland promote best practice urban design and planning techniques to reduce crime against people and property.

A fundamental concept of CPTED is that crimes are less likely to occur if other people are around (known as passive surveillance). This further encourages cultural and community places to become useable, well designed, vibrant places.

Facilities should consider how public areas around event or sports facilities can be activated during non-event periods to improve safety.

Resilient buildings and supporting infrastructure require locations that are out of flood prone areas, or where flood risk is assessed, and appropriate safeguards are incorporated into design. Our facilities must also be accessible and supportive during emergencies. This is a complementary function of council's facilities.

Alignment with the Plan's policies

POLICY 12: Some facilities require purpose-built facilities for a specific function. These are to be identified and planned appropriately at a regional scale, (e.g. performance centre, theatre, aquatic centre, library, equestrian centre).

POLICY 13: Flexible multi-use community facilities support individual community groups to share and efficiently use community spaces.

POLICY 14: A range of flexible or temporary locally based multi-use local community facilities support neighbourhood planning and development, and determined on a needs basis (may include community gardens, outdoor settings, and temporary facilities in emerging areas).

Alignment with the Plan's policies

POLICY 15: Community facilities support our city's resilience through disaster management. Design considerations include functional requirements for facilities during an emergency (storage, amenities, people spaces and waiting places, i.e. places of refuge, evacuation centres, recovery hubs).

- Structure planning and land preservation for community facilities in emerging communities should initially identify location. Definition of facility type may occur as the community needs become apparent and the new community emerges over time.
- Local identity and character should be included as a requirement of design briefs and project outcomes.

Welcoming and universal accessibility

The Community Wellbeing Strategy highlights inclusion for our region's broad and diverse community groups. Our facilities must therefore be designed as welcoming and accessible for all.

This is achieved through application of accessibility standards, inclusion of accessible adult change facilities¹ (in appropriate locations) and universal design principles considered at the design stage of all new facilities.

Alignment with the Plan's policies

POLICY 16: Improve inclusion and universal access to Council facilities across the region through network planning and staged implementation.

Clusters and precincts - community places

Cultural and community facilities should be co-located where possible as they can support and activate each other (in the same way retail or other commercial uses cluster and create precincts) to develop centres with vitality and vibrancy.

For this reason, clustering facilities in multipurpose spaces or precincts supports the synergies between uses, and creates a sense of place - which may become the heart and identity of a local area. These spaces would generally be anchored by major facilities, e.g. libraries, district level community halls, retail or business centres, major sporting facilities, schools, government or not-for-profit organisations.

Alignment with the Plan's policies

POLICY 10: Facilities support the activation of each other and will be focused in cultural and community precincts or hubs. New community facilities will be encouraged to locate in convenient and accessible locations, except for site specific types such as environmental centres.



Environmentally sustainability

The Environment and Sustainability Strategy identifies several targets for Council's sustainability measures. These include council facilities and new builds. Designs for cultural and community places should be climate focused and seek environmentally responsive solutions for energy use.

Alignment with the Plan's policies

POLICY 17: Environmental sustainability and cost should be considered in the design, construction, and operation of cultural and community places, in line with Council's Environment and Sustainability Strategy.

Well designed

Well-designed places are valued by the community and provide long-term economic benefits. They reflect a neighbourhood and city's identity of place.

Well-designed cultural and community places can showcase and inspire good design throughout the region, including private developments.

Climate impacts and increased urban heat have resulted in increased reliance on airconditioning and high energy consumption. Design approaches that address southeast Queensland's climate conditions include verandahs, ventilation, solar energy, and insulation. These can provide energy efficiencies and operational cost reductions.

Cultural and community places should be well-designed exemplars of contemporary subtropical architecture, inspired by and reflective of local identity and character, while incorporating smart technologies where possible.

Architectural design also needs to consider creation of safe spaces for marginalised sections of the community, and ensure they are culturally appropriate and avoid replicating spaces such as institutions and places with colonial overtones.

Alignment with the Plan's policies

POLICY 6: Cultural and community places are well-designed exemplars of contemporary subtropical architecture. They are inspired by local identity and character and incorporate smart technologies.

Project briefs:

- respond to Council's environmental sustainability targets.
- respond to the region's climate context and seek design solutions to heat and storms.
- promote best practice and exemplar design.

7.3 Process

Cost effective

Council has a fiscal responsibility to our communities in the delivery and operation of facilities. This requires consideration of the whole of life cost of infrastructure including:

- project and development
- operating
- maintenance
- lifecycle.

These project costs should be included in business cases and project plans for new projects. Costs and benefits also consider social, cultural and environmental costs that can be evaluated for all new projects and network rationalisation.

An evaluation and rationalisation process for cultural and community facilities is required to improve operational efficiencies and provision requirements of facilities across the city. The people, place and process values (in section 7) are used as the criteria for the benefits assessment framework to assess these costs.



Benefit Assessment Framework

People	Place	Measures of benefits
Voice of community		Responsiveness Regular surveys Councillor representation
Inclusive	Accessible	Proximity Mode of transport - public / private (parking) Active transport - walk / roll / ride Connection to other facilities and land uses Readable - navigation Convenient - linked Patterns of access
Social justice and equity	Welcoming	Design is relevant and connected Design is welcoming or friendly Comfortable space Attractive
Wellbeing	Safe	Crime prevention through environmental design (CPTED) Crime and response Stewardship Maintenance and care
Resilience		Natural hazard impacts (flood, storm, heatwave, coastal) Community resilience through connection and support Disaster and event preparedness and responsiveness
Identity	Universal accessibility	Traditional Custodians Historic / heritage context Comfort and image Signage and legibility Sensory Context - regional and city
Creative and expressive		Best practice Quality design Appropriate for programming and use
Enriched and extended		Facilities enrich and extend community Event space for enrichment and extension activities Connection to learning opportunities Connection to economic opportunities - entrepreneurialism
Lifestyle opportunities	Subtropical design	Indoor - outdoor spaces Design for climate - shade, window openings, landscaping Opportunities for community

People	Place	Measures of benefits
Process		
Efficient		Anticipated use Number of groups catered for Appropriate to use
Innovative		Technology Materials Design
Sustainable	Environmentally sustainable	Energy efficiency Materials and transportation Carbon emissions
Funding partnerships		Public private partnerships Grants Partnerships with service providers
Lifecycle and maintenance		Ongoing maintenance costs Life expectancy Quality of materials and resilience
Cost effective		Materials Design Estimated costs and benefits

Assessment of community, social and cultural needs

Identified community needs is the first step in determining appropriate and best value of cultural and community facilities.

The key cost determinants are fit for purpose, or a range of purposes, and value for money. Relationship of needs to design qualities will determine how our facilities add value.

Defining multipurpose, flexible or adaptive spaces to a range of purposes is an efficient way to support our diverse communities, groups and representations. This plan supports shared facilities models that promote their maximum use and leasing models that encourage multiple groups to share costs and extend their use.

Process of assessment



Documenting a project’s benefits should include social impact evaluation to identify its key community or social value, mitigation of negative impacts, and the change it offers.

The evaluation framework for Council facilities is based on the key impact areas for relevant stakeholder groups across diversity of communities, gender, ages, and abilities. To achieve this each catchment is for facilities area considered in terms of size and range of population served, opportunity within communities and existing facilities or resources.

Alignment with the Plan’s policies

- POLICY 18:** Whole of life costs should be considered in the scope and development of projects by developing a business case for each project.
- POLICY 19:** Undertake an evaluation and rationalisation process for cultural and community facilities to improve operational efficiencies and provision requirements across the region.
- POLICY 20:** Social return on investment is calculated using the benefits assessment framework for cultural and community places.



Innovative

Digital technologies offer the opportunity to design and manage our community facilities in more agile and innovative ways to optimise their efficiencies and use.

Innovative approaches to partnerships and funding also provide new supply opportunities.

Funding partnerships

Project delivery relies on available budget and resource capacity to manage and deliver construction or refits. A range of sources support funding of community facilities including:

- capital projects
- Local Government Infrastructure Plan
- local community infrastructure projects
- grants and funding opportunities
- Government and non-government agency partnerships
- partnerships with private developers
- shared facilities with other service providers.

The delivery timeframes and priorities for cultural and community places is determined through a priority framework approach which considers the budget, funding source, operational commitment, project scope and management on a city-wide basis.



8. Action Plan

The Cultural and Community Places Plan identifies the following actions and outcomes:

	Action	Timing	Outcome
1	Cultural and Community Places Implementation Plan • Centres place-based master planning for community facilities • Timing and prioritisation process • Schedule of works or projects • Bring networks together and look at efficiencies • Funding and development options • Advocacy role	Short	Finalised plan
2	Network Plans • Aquatic centres and zero depth waterplay • Performing Arts Network Plan • Cultural Services Network Plan • Library Network Plan (existing) • Public Art Program • Environmental Centres Network Plan	Ongoing	Finalised plans with capital projects and processes.
3	Land preservation • Local Government Infrastructure Plan (LGIP) - Land for community facilities • Investigate methods of preservation beyond the Priority Infrastructure Area (PIA)	Medium	LGIP captures schedule of work for upcoming trunk community facilities requiring land. Preservation strategy beyond LGIP.
4	Grants and funding applications • Waraba NDP1 Community Hub • Arts Storage, Activation, and Innovation Precinct • Arts and Cultural Hub Strathpine Gateway • Black Box Theatre Space • Changing Places Network Mapping Report - Adult Change Facility Network Plan	Medium - Long	Active program to seek and source funding for cultural and community facilities. Dollar value of funding obtained.
5	Social needs assessment for existing communities.	Short - medium	Assessment completed. Responsive actions from assessment.
6	Social justice and resilient networks investigation.	Medium to long term	
7	Discussion with Traditional Owners and Indigenous communities on cultural and community needs.	Medium to long term	
8	Social needs assessment for emerging communities, including list of community facilities and investigation of funding models for delivery.	Short - medium	Assessment for new and emerging communities, including list of facilities required

9. Glossary

	Action	Timing	Outcome
9	Social return on investment model approach investigation (including community and stakeholder engagement on benefits of major projects).	Short - medium	Established process of SROI applied consistently across capital projects
10	Explore partnerships and co-locations with other community service providers.	Short - medium	Active plan of engagement with community service providers - consider opportunities as they arise
11	Investigate management model to encourage shared use of facilities and efficient provision of spaces.	Short - medium	Ongoing review process of management models
12	Performance spaces investigation and options analysis.	Short - medium	Performance spaces investigated and included in implementation plan and develop own network plan
13	Design standards - design criteria and standards for relevant facility types (environmental sustainability, design for subtropical environment, accessibility, multipurpose and robust, place identity and cultural connection).	Short - medium	
14	Align with Local Disaster Management Plans.	Short - medium	Review disaster management plans for preparation of CCPIP
15	Align with Asset Management Plans for maintenance schedules and renewals.	Short - medium	Include in review of asset management plans
16	Develop guidelines for land preservation for future cultural and community facilities in existing and emerging areas.	Medium	Land preservation investigation
17	Explore partnerships and co-locations with other community service providers.	Medium	Investigation of partnership models and instigate communications
18	Investigate digital technologies to support operation and management of community facilities as well as extension of services ubiquitously across our region.	Medium	Smart cities and digital tools
19	Investigate heritage of Traditional Owners and European settlement stories, how they relate and provide identity connection to Council owned cultural and community places.	Long	Future discussions, collaboration and study
20	Investigate potential role for Council and requirements for cultural heritage centres or keeping places for Traditional Custodians.	Medium	Future discussions, collaboration and study

Term	Definition
Black box theatre	A simple performance space adapted to suit different theatrical productions.
Corporate Plan	Natural areas and wildlife habitats which support biodiversity and ecological processes of individual species.
Crime prevention through environmental design (CPTED)	Designing new or redeveloped environments in ways that help to create safer spaces and reduce crime. See QLD police website police.qld.gov.au/safety-andpreventing-crime/safety-in-public-spaces
LCIP	Local community infrastructure project.
Local Government Infrastructure Plan (LGIP)	Identifies and prioritises the trunk (higher order) infrastructure needed to support current and future urban development within the Priority Infrastructure Area.
Long-term	Actions that occur after 5 or more years, however planning or design may occur in the medium-term.
Medium-term	Actions that occur within 3-5 years.
Moreton Says	Council's region-wide community survey.
Planning Scheme	Guides the development and use of land, buildings and structures in the region.
Pop-up	A temporary activity or business in a temporary location that operates for only a short period of time.
Priority Infrastructure Area (PIA)	A defined area of suitable land within the region where adequate infrastructure currently exists or can be more efficiently provided to accommodate forecast population and employment growth for the next 10-15 years.
Short-term	Actions that occur within 1-2 years.
Social capital	Networks of relationships among people who live and work together, enabling them to function effectively.
Social enterprise	A business that directly addresses social, cultural and environmental needs, and provides socially and environmentally sustainable products and/or services.
Social return on investment (SROI)	Measures social value or impact.

10. Key policies

The policies are gathered here into a single list:

POLICY 1: Encourage private sector delivery of cultural and community places infrastructure to enhance lifestyle opportunities across the City.

POLICY 2: Council supports and services the community's cultural and community infrastructure needs as the City continues to grow through well-planned existing and emerging neighbourhoods.

POLICY 3: A range of facility types (as listed in section 1.1) are considered, as needed, to support the region's communities. Existing uses and new facility types are included to meet changing social needs and trends.

POLICY 4: Projects are prioritised in terms of social and cultural return on investment, demand, and costs – and includes assessment of benefits beyond dollar costs.

POLICY 5: Regularly check-in with our community about satisfaction levels and facilities provision using surveys, conversations, and management tools.

POLICY 6: Cultural and community places are well-designed exemplars of contemporary subtropical architecture. They are inspired by local identity and character; they incorporate smart technologies.

POLICY 7: Conserve heritage listed cultural and community places, adapt for use and maintain to ensure longevity.

POLICY 8: Cultural and community facilities (or places) will be located primarily in centres to activate and support communities in the heart of activity (noting specific opportunities or requirements to locate them within sports precincts to support emerging and existing communities).

POLICY 9: Cultural and community places should be in locations that are accessible by public transport, active transport pathways and roads.

POLICY 10: Facilities support the activation of each other and will be focused in cultural and community precincts or hubs. New community facilities will be encouraged to locate in convenient and accessible locations, except for site specific types such as environmental centres.

POLICY 11: Temporary spaces and pop-ups provide interim uses as neighbourhoods develop. Appropriate community communication should be used to establish these temporary facilities while an emerging community defines its needs and identity around a cultural and community place.

POLICY 12: Some facilities require purpose-built facilities for a specific function. These are to be identified and planned appropriately at a regional scale, (e.g. performance centre, theatre, aquatic centre, library, equestrian centre).

POLICY 13: Flexible multi-use community facilities support individual community groups to share and efficiently use community spaces.

POLICY 14: A range of flexible or temporary locally based multi-use local community facilities support neighbourhood planning and development and determined on a needs basis. (May include community gardens, outdoor settings, and temporary facilities in emerging areas).

POLICY 15: Community facilities support our region's resilience through disaster management. Design considerations include functional requirements for facilities during an emergency (storage, amenities, people spaces and waiting places, i.e. places of refuge, evacuation centres, recovery hubs).

POLICY 16: Improve inclusion and universal access to council facilities across the region through network planning and staged implementation.

POLICY 17: Environmental sustainability and cost should be considered in the design, construction, and operation of cultural and community places, in line with Council's Environment and Sustainability Strategy.

POLICY 18: Whole of life costs should be considered in the scope and development of projects by developing a business case for each project.

POLICY 19: Undertake an evaluation and rationalisation process for cultural and community facilities to improve operational efficiencies and provision requirements across the region.

Policy 20: Social return on investment is calculated using the benefits assessment framework for cultural and community places.



