

Hurstville Civic Precinct

Amenities and Facilities Strategy

Final 4 August 2022

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Executive Summary

Georges River Council is committed to facilitating the transformation and renewal of the Hurstville Civic Precinct as the cultural heart of the Hurstville City Centre. Council's vision for the site is to transform the Hurstville Civic Precinct into a vibrant, culturally significant and inviting destination where people can live, work and connect.

Included in this renewal is the establishment of a new civic and cultural heart for the Hurstville City Centre which will include a range of public benefits comprising new public plazas, library, gallery, auditorium and theatre space, and Council building.

The Hurstville Civic Precinct Amenities and Facilities Strategy provides guidance to support the delivery of the community facilities required under Clause 6.17 of the *Georges River Local Environmental Plan 2021* (GRLEP), which requires a minimum of 25% of the total permissible gross floor area to accommodate community uses and facilities. This may include uses such as administrative and civic offices; multipurpose auditorium, library, museum, art gallery, community centre, associated uses such as cafés; a range of recreation, relaxation or study areas; and any other use that Council may consider appropriate to meet the needs of the community. Clause 6.17 also requires public open space to be provided at ground level to a minimum of 50% of the total site area, inclusive of a civic plaza.

This Strategy seeks to facilitate the intended outcomes of the Hurstville Civic Precinct Master Plan (2021) which, subject to an up-to-date needs analysis and further refinement at the detailed design stage, aims to deliver:

- 6,000sqm Council chambers
- 8,410sqm library including the Council Customer Service Centre, gallery, auditorium and theatre space
- 6,690sqm of public open space at ground level including a Civic Plaza.

Council intends for these community facilities to be delivered in conjunction with the future development of the Hurstville Civic Precinct. The facilities will cater for the existing and future needs of the growing population across the Georges River LGA.

This Strategy develops a foundation for community and cultural facility provision in the Hurstville Civic Precinct.

Acknowledging that a level of flexibility considering the frequently changing and variable conditions that present in community facility planning and potential structural changes in the wake of Covid-19, the Strategy provides a principle and process driven framework that will guide the planning, design and delivery of the community facilities.

The following principles and performance criteria provide reference points that enable Council to guide and evaluate future planning, design, and delivery of community facilities in the Hurstville Civic Precinct:

Principles
Reflects and strengthens local character
Welcoming and safe
Fit for purpose and responsive
Connected and visible
Multipurpose, future proofed and innovative

Principles
Distinctive and vibrant
Responsible, sustainable and resilient
Funding partnerships
Collaborative, coordinated and integrated
Part of a facility network

The Strategy outlines a process that defines the steps necessary to ensure the planning and design of the community facilities are aligned with the following established principles:

Process	Outputs
1. Feasibility	Prepare a feasibility study that confirms available floor space, size and scale, and financial parameters.
2. Purpose	Define the purpose of the facility, considering socioeconomic characteristics and needs.
3. Functionality	Based on the feasibility study and demographic review, prepare high level functional drawings for the community facility and its role in relation to other social infrastructure in Georges River for use as collateral for community engagement.
4. Vision	Draft vision and draft functional drawings in conjunction with comprehensive community and engagement methods.
5. Business case	Prepare a business case/plan to deliver an economically sustainable facility that demonstrates the improved social/cultural/economic outcomes for Hurstville City Centre and the LGA.
6. Relationships and partnerships	Use the business case plan to support a shared value approach to encourage partnerships with businesses, government agencies, educational institutions, and not for profit organisations in the Hurstville City Centre for the provision of the community facility.
7. Planning and design	Ensure design integration and coordination to facilitate design excellence and timely delivery of facilities in accordance with the requirements of Clause 6.17 of the GRLEP 2021.

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1 Introduction

1.1 About this Strategy

This Strategy has been prepared to satisfy the conditions set out in the Gateway Determination for the Hurstville Civic Precinct Planning Proposal, dated 28 September 2021. This Strategy supports the delivery of intended outcomes of the Hurstville Civic Precinct Master Plan (issued 20 May 2021) and should be read in conjunction with the Hurstville Civic Precinct Public Domain Strategy.

The Hurstville Civic Precinct Amenities and Facilities Strategy provides guidance to support the delivery of the community facilities required under Clause 6.17 of the GRLEP, which requires a minimum of 25% of the total permissible gross floor area to accommodate community uses and facilities. This may include uses such as administrative and civic offices; multipurpose auditorium, library, museum, art gallery, community centre, associated uses such as cafés; a range of recreation, relaxation or study areas; and any other use that Council may consider appropriate to meet the needs of the community. Clause 6.17 also requires public open space to be provided at ground level to a minimum of 50% of the total site area, inclusive of a civic plaza.

This Strategy sets out a direction for Council, in the form of a framework, for providing community and cultural facilities (community infrastructure), as well as how the space will interface with public domain elements in the Hurstville Civic Precinct.

The framework consists of a set of principles and a detailed process intended to provide Council with a foundation from which to plan, design and develop future community facilities in the Hurstville Civic Precinct.

The Strategy does not seek to define the specific purpose of the future community facility. The timeframe for future development of the precinct is unknown, potential changes to public space usage in the wake of Covid-19, as well as demographic, cultural, economic and political changes, together create a highly variable situation that is not conducive to community facility planning.

The guiding principles developed for the facility do however provide a set of values that will orient Council and its partners towards a best practice approach to provision that aligns with the needs of the community. The documented process ensures that the planning and design of the facility, and ultimately the final outcome, is consistent with these principles.

The key aims of this Strategy are to:

- Provide a level of certainty to Council and the community regarding the future delivery of community and cultural facilities in the Hurstville Civic Precinct through a set of guiding principles and strategies.
- Provide a process through which Council can plan, design and deliver future community and cultural facilities in the Hurstville Civic Precinct in line with the principles.

The Strategy seeks to facilitate the intended outcomes of the Hurstville Civic Precinct Master Plan (2021) which, subject to up-to-date needs analysis and further refinement at detailed design stage, aims to deliver:

- 6,000sqm Council chambers
- 8,410sqm library including the Council Customer Service Centre, gallery, auditorium and theatre space
- 6,690sqm of public open space at ground level including a Civic Plaza.

1.2 Background

The Hurstville City Centre continues to undergo significant urban renewal that has led to its rejuvenation and transformation as a vibrant strategic metropolitan centre. The rapid transformation of Hurstville City Centre as a high density residential and mixed use urban hub is particularly visible in areas close to the Hurstville train station and the shopping strip along Forest Road in the heart of the City Centre. As the residential and employment population of Hurstville City Centre and its surrounds increases, so does the need for community facilities, cultural destinations, entertainment facilities and open space opportunities to ensure the local community and visitors to Hurstville City Centre have sufficient access to a variety of place making amenities.

A Planning Proposal (PP) has been prepared to seek an amendment to the Georges River Local Environmental Plan 2021 (GRLEP 2021) as it applies to the Georges River Council owned site bound by Queens Road, Dora Street, MacMahon Street and Park Road (subject site). The subject site is known as the Hurstville Civic Precinct and is illustrated in Figure 1.



Figure 1 Hurstville Civic Precinct - Source Nearmap

The Planning Proposal (PP) will enable Council to establish a new civic and cultural heart for the Hurstville City Centre which will provide the opportunity for Council to accommodate a range of public benefits in the precinct including new public plazas, library, gallery, auditorium and theatre space, and opportunities for a Council civic building. This key community and civic destination will be complemented by new mixed use residential opportunities that will further enhance the vibrancy and vitality of the locality.

The intent is to provide for the existing Georges River community and provide a high-quality community asset that will provide for the existing and emerging population of residents and visitors to the Hurstville City Centre and the wider Georges River LGA.

The new community and civic infrastructure is intended to replace existing facilities in the Hurstville Civic Precinct in order to meet the changing needs and growing population in the LGA.

The current provision of Council owned community facilities in Hurstville City Centre include:

Table 1 Hurstville town centre existing facilities

Facility
Georges River Council's Administration Building and Council Chambers
Civic and Entertainment Centre (Civic Theatre and Marana Auditorium)
Museum and Gallery
Hurstville Senior Citizens Centre
Library
Youth Centre

The Hurstville Civic Precinct Master Plan (2021) and other studies undertaken by Georges River Council and the previous Hurstville City Council have identified that the redevelopment of the Precinct provides opportunities for a range of improved facilities that meet the current and future needs of the population.

1.3 Methodology

This Strategy is underpinned by the previous works undertaken by Council in relation to the identified need for community and cultural facilities in the Hurstville Civic Precinct. A review of these documents and their key recommendations provides initial considerations on facility needs in the precinct.

These recommendations have been reviewed through a further analysis of the current provision of community infrastructure in the Hurstville City Centre, a review of the current and forecast estimated population growth, and well as current and likely future demographic trends, particularly for the Hurstville (total) Statistical Areas Level 2 (SA2), and the consideration of trends in community infrastructure provision.

The composite of this information and resulting analysis has been used to inform a specific set of principles and a process that establishes a foundation for future community facility provision in the Hurstville Civic Precinct that also provide a degree of flexibility to account for uncertainty, shifting priorities and changing community needs.

A workshop with Council (internal) stakeholders was undertaken in February 2022 to inform the principles and strategies outlined in this document.

2 Planning Context

This section reviews strategies and plans that have identified the need for community facilities, and specifically those in the Hurstville Civic Precinct.

2.1 Review of existing strategies and plans

Georges River Council (and the former Hurstville City Council) has, over a number of years, undertaken a range of studies to inform a future vision for the Hurstville Civic Precinct. While these studies provide differing visions for the Precinct, the focus on providing community facilities and a civic plaza have remained common themes in Council’s evolving vision for the precinct. Recommendations of these studies and strategies have culminated more recently in Council’s planning proposal and supporting master plan for the Hurstville Civic Precinct. A summary of relevant recommendations of past studies and strategies is provided below, noting that some earlier strategies have either been superseded or have diminished relevance due to demographic shifts and the amalgamation of the Hurstville and Kogarah LGAs¹:

Table 2 Strategy and Plan Review summary

Study/ Strategy	Key recommendations for Hurstville Civic Precinct
Georges River Local Strategic Planning Statement 2040 ('LSPS 2040')	<ul style="list-style-type: none"> ▪ Action 25 seeks to facilitate the development of the Hurstville Civic Precinct as the regional cultural hub with premier library, community, performance, museum and gallery facilities. The intention is to create greater opportunities for social spaces and activity.
Create Georges River Cultural Strategy	<ul style="list-style-type: none"> ▪ A combined gallery and museum to support cultural expression, creative production and reflection, considering the following needs: <ul style="list-style-type: none"> - state-of-the-art studio, maker and rehearsal spaces - facilities that can cater to the wide range of contemporary practice including digital, sound and screen-based art - significant storage facilities, to store collection and operational items. ▪ A flagship performing arts space as a contemporary, multipurpose entertainment and events centre, which could also include cinema spaces, theatres, black box and multimedia spaces, rehearsal spaces and recording studios, media labs, co-working spaces and the Civic Precinct could potentially also incorporate the library. ▪ People oriented, sustainable and exemplary facilities with a strong civic presence and connection to people oriented outdoor places.

¹ The Open Space, Recreation, Community and Library Facilities Strategy 2010, Hurstville City Centre Urban Form Study 2007 and Hurstville City Centre Concept Master Plan 2004 predate the amalgamation of the Hurstville and Kogarah LGAs to form the Georges River LGA. The recommendations of these documents have been considered in the preparation of the Hurstville Civic Precinct Planning Proposal and Master Plan. The priorities and needs identified in this Strategy may need to be reviewed with consideration for the current and future needs of the Georges River LGA

Study/ Strategy	Key recommendations for Hurstville Civic Precinct
Hurstville “Heart of the City” Place Strategy	<ul style="list-style-type: none"> ▪ Transform Hurstville Civic Precinct to include important facilities for community and cultural uses and meet wider economic and social aspirations. ▪ Ensures that the Civic Precinct is connected to, and integrated with the wider city centre. ▪ Supports the planning proposal to include the Hurstville Entertainment Centre and create a regional multi-purpose community hub. ▪ Recommends consultation with potential investors and occupiers of commercial, entertainment and creative spaces to develop fit for purpose designs and provisions. ▪ The Hurstville Revitalisation Project is a city-shaping project identified in Hurstville’s Place Strategy which will deliver quality green open space and innovative public domain improvements. Delivering on multipurpose open spaces for the community is a key priority for Council to meet the current short fall of quality open space and effective greenery within the city centre.
Georges River Council Open space, Recreation and Community Facilities Strategy 2019-2036	<ul style="list-style-type: none"> ▪ Supports redevelopment and consolidation of the Hurstville Entertainment Centre, Hurstville Museum and Gallery and Council assets in the city centre to create a regional multipurpose community hub with an improved service offering. ▪ Investigate potential incorporation of a multi-court recreation facility. ▪ Engage further with the community to understand their preferences for this future facility.
Libraries 2030 – Georges River Library Strategy	<ul style="list-style-type: none"> ▪ The Strategy includes the key goal to support the development of a new library in the Hurstville Civic Precinct. ▪ This goal is supported by a range of goals and actions intended to inform the detailed design and operation of a new library facility.
Hurstville Civic Centre Planning Proposal / Clause 6.17 of GRLEP 2021	<ul style="list-style-type: none"> ▪ The Planning Proposal seeks to include a statutory requirement for a minimum provision of community facilities and public open space in the precinct. ▪ Public open space at ground level to a minimum of 50% of the total site area, inclusive of a civic plaza. ▪ Community uses and facilities to a minimum of 25% of the total permissible GFA. This may include Council administrative and civic offices; multipurpose auditorium, library, museum, art gallery, community centre, associated uses such as cafés; a range of recreation, relaxation or study areas; and any other use that Council may consider appropriate to meet the needs of the community.
Hurstville Civic Centre Master Plan 2021	<ul style="list-style-type: none"> ▪ The Master Plan allows for the incorporation of the following facilities within the precinct: <ul style="list-style-type: none"> - 6,000sqm Council chambers. - 8,410sqm library including the Council Customer Service Centre, gallery, auditorium and theatre space - 6,690sqm of public open space at ground level including a Civic Plaza. ▪ In relation to the Civic Plaza, the Master Plan recommends the location and area of the space but provides only guidance in relation to the role, purpose and

Study/ Strategy	Key recommendations for Hurstville Civic Precinct
	<p>placemaking qualities of public space in the Precinct. This will be further guided by the Hurstville Civic Precinct Public Domain Strategy.</p>
<p>Hurstville City Centre Urban Design Strategy (HCCUDS) 2018</p>	<ul style="list-style-type: none"> ▪ The HCCUDS does not make recommendations for the Hurstville Civic Precinct. It defers recommendations to the Hurstville Civic Precinct Planning Proposal process. It reflects considerations (at high level) on the planning proposal for the Hurstville Civic Precinct at preparation time. The master planning concept has evolved since the HCCUDS was finalised and adopted by Council. ▪ The HCCUDS includes a case study of the Civic Precinct Plaza which reflects the recommended outcomes of an early urban design concept developed to inform the preparation of the Hurstville Civic Centre Planning Proposal / Master Plan 2018. ▪ The HCCUDS notes the opportunity to create a new civic urban space with a combination of hard and soft landscaping surfaces to facilitate passive recreation performances, public gatherings, and public art installations. The Strategy notes the opportunity for Council to consider the temporary closure of MacMahon Street to support special events.
<p>Open Space, Recreation, Community and Library Facilities Strategy 2010</p>	<ul style="list-style-type: none"> ▪ This Strategy was prepared by the former Hurstville City Council to guide the provision of open space and community facilities in the former LGA. It predates the amalgamation of the Hurstville and Kogarah LGAs to form the Georges River LGA. ▪ Public facilities and open spaces recommended for the Hurstville Civic Centre include: <ul style="list-style-type: none"> - Larger library facility with informal community spaces and gallery space. - Multipurpose community centre including meeting rooms, flexible activity and youth-oriented spaces. - Entertainment centre including a flexible auditorium/ function space. - Office space for community organisations. - Council offices and chambers. - Town square/ civic plaza integrated with adjacent uses.
<p>Hurstville City Centre Urban Form Study 2007</p>	<ul style="list-style-type: none"> ▪ This Study identified the opportunity for a public plaza at the corner of Dora Street and MacMahon Street to be integrated with civic uses including a new Council building, library, museum and entertainment facilities.
<p>Hurstville City Centre Concept Master Plan 2004</p>	<ul style="list-style-type: none"> ▪ The Master Plan includes a vision as a consolidated precinct with community, entertainment and new Council offices. The Master Plan envisaged the following floor space areas for community and cultural uses throughout the precinct. <ul style="list-style-type: none"> - 4,300sqm Council/ Civic space; - 3,000sqm Entertainment space; and - 2,000sqm Community space.

3 Planning Community Facilities in Hurstville Civic Precinct

The section provides background information that informs the framework for community facilities (Section 4) in the Hurstville Civic Precinct, specifically a review of best practice and key demographic information from the 2016 ABS Census for the Georges River local government area.

With the addition of the preceding review of strategic and planning documents, best practice provision models and an understanding of key demographic trends provide insights to enable the development of specific principles and process that will drive the future planning and design of community facilities in the Hurstville Civic Precinct.

3.1 Innovation and best practice provision

Cities around the world are exploring 21st century models of community facility provision, growing the evidence base to support best practice infrastructure delivery and operations.

The following models are based on a broad understanding of how innovation and best practice can contribute to a wide range of policy objectives, including increased urban amenity, personal and community health and wellbeing, financial sustainability, economic development, environmental resilience and climate change.

Table 3 summarises national and international trends in the provision of social and cultural infrastructure, identified through a literature review and ongoing case study research².

Table 3: Innovation and Best Practice Review summary

Trend	Description
Multiple uses clustered together	Smaller single purpose facilities often duplicate infrastructure types and are expensive to maintain. Good practice now sees larger facilities with multiple uses co-located on the same site. The community hub model has emerged to make the best of limited resources and enable multiple uses to serve diverse population groups. In many community hubs, a library acts as the 'anchor' or attractor for the facility.
Adaptable to changing community needs	Facilities are increasingly designed to adapt over time to changing community needs. This may mean adapting facility operations, such as adjusted opening hours to suit changing work patterns, or adapting physical structures themselves, such as providing amenities to accommodate cultural expectations.
Central and easy to access	Well-used open space, recreation and community facilities tend to be in places which are easily accessible by public transport and have adequate parking. Facilities are also more accessible when located in or near places where people already congregate, such as town centres, shopping centres and schools.
Third places	Much social infrastructure is now functioning as what has been termed 'third places' – informal public gathering spaces that enable people to sit, relax, meet, gather and interact. These places encourage social connections and are essential to the creation of a sense of community.

² Adapted from the *Georges River Open Space, Recreation and Community Facilities Strategy 2019-2036*

Trend	Description
Placemaking and community identity role	Open space, recreation and community facilities are increasingly recognised as important contributors to place and community identity. Architectural features and public art are frequently incorporated into new parks and facilities as a way of telling local stories and building a sense of place and community identity.
Quiet places	The pressures of contemporary urban life and impact on mental and physical health are well documented. Community members need spaces to relax and contemplate, recharge and build personal resilience. Recent research has shown that while contemplative open space is subjective, features such as long-distance views, natural asymmetry and stimulation to look at the sky are considered particularly contemplative.
Information technology	Information technology is increasingly integrated into contemporary social infrastructure. Information technology extends beyond access to free wi-fi and charging points to providing opportunities to interact with the latest technologies. It also impacts on user experiences before, during and after visits to social infrastructure. Easy booking systems, accessible technology and associated learning programs are desirable.
Community building role	Overcoming social isolation and engendering a sense of belonging are important contributions of community facilities, particularly as increasing numbers of people live alone and seek social contact outside the home.
Sustainable and resilient	There is a growing expectation that social infrastructure is sustainable financially, environmentally and operationally. Community facilities are often now used to showcase sustainable building methods and design, as well as being adaptively and efficiently operated where possible. Recent infrastructure is planned to manage risks posed by public health and environmental factors, and benefit from new opportunities that arise in these circumstances.
Safe and welcoming	Open spaces, recreation and community facilities need to feel safe and comfortable to attract and retain visitors and users. Social infrastructure is now expected to offer suitable protection from natural elements, such as sun, wind and rain, be distanced or sheltered from dangerous transport corridors and ensure all community members feel safe and welcomed.
Partnerships and shared value	While local governments have traditionally been a key provider of local cultural and social infrastructure, resource and practical constraints have combined to necessitate seeking partnership opportunities with developers and other corporations. Social and cultural infrastructure can generate positive impacts for cities, districts and regions, which also creates shared value opportunities for urban developers, other governments, institutions, businesses and philanthropists.
Co-working spaces and collective learning	Community facilities are increasingly becoming the place many community members work or learn. Open space and recreation places offer equipment and space for personal fitness operators and trainers. In libraries, there has been a shift from silent-reading and individual study to collective learning, which invites community groups to learn together formally or informally. Libraries and community facilities also offer spaces for people who work-from-home or start-ups.
Active management	Active management refers to a high level of involvement of the facility manager in the programming of a facility – determining the right mix of activities, programs, events and services to be provided to meet community needs. These facilities





Trend	Description
	typically have an onsite staff presence – either Council staff or staff from an organisation that manages the centre on behalf of Council.
Spaces for play	As cities grow and densify, access to areas for play can become limited. With the addition of a busy family schedule the time for play can sometimes be neglected. As a result, kids find unconventional or non-traditional spaces to play. These spaces can include dead ends, alleyways or underpasses which can often be dangerous. Projects worldwide are transforming once dangerous and non-activated spaces to improve everyday opportunities for children to play. These spaces are being designed to encourage exploration, discovery and imagination in locations that are convenient and visible and easy to find and to return to.
Sport and recreation trends	People's sport and recreation options are changing towards newer more varied activities offered over a greater range of timeframes. This is compared to previous decades where limited variety in activities and scheduling occurred. This has supported the trend to more multipurpose facilities to attract a broader range of users as well as multiple programs to meet different needs within a single facility.





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3.2 Demographic Snapshot

The demographic snapshot shows some of the most relevant characteristics within the Georges River LGA. In particular, the snapshot highlights demographic trends that should be considered to inform future decisions on the characteristics, required floor space, configurations, provision of services, and other elements of facility planning.

Table 4: Demographic Snapshot summary

Theme	In the Georges River local government area:
 <p>Population Growth</p>	<ul style="list-style-type: none"> • The Estimated Resident Population for 2021 is 162,794. • By 2036 it is forecast that the LGA will have a population of 185,346. • Hurstville (suburb) will have the largest increase in population from 30,994 in 2016, to 40,701 in 2036, at an average annual change of +1.37%.
 <p>Language Spoken at Home</p>	<ul style="list-style-type: none"> • There are high levels of cultural diversity, with a higher proportion of residents born overseas (42%) and speaking a language other than English at home (53%) when compared to Greater Sydney (37% and 36%, respectively). • There is a high proportion of people who speak Mandarin (14.3%) and Cantonese (9.9%) at home in the Georges River LGA. In the suburb of Hurstville, around half of residents speak Chinese at home; this is an exceptionally high proportion of the community who speak Mandarin (32%) or Cantonese (18%). • Other languages other than English spoken include Greek (5.4%), Arabic (3.6%) and Nepali (3.4%).
 <p>Household Type</p>	<ul style="list-style-type: none"> • There are a higher proportion of couples with children (38%) compared to Greater Sydney (35%). • Between 2016 and 2036, forecasts indicate that Hurstville City Centre will have the greatest increase in household type 'Group households'. • Over the entire Georges River Council area, the largest forecast increase is expected in 'Couple families with dependents'. • The average number of persons per household is expected to fall from 2.88 to 2.80 by 2026. • Higher proportions of young workers aged 25-34 (36.3%) and tertiary students (16.4%) around Hurstville when compared to Greater Sydney (16.6% and 10.3%, respectively). • The proportion of lone person households in Hurstville is 15.4% compared to 20.4% in Greater Sydney.
 <p>Change in Age</p>	<ul style="list-style-type: none"> • The age group with the highest net migration in the Georges River Council area is 20–24-year-olds, this is forecast to continue in the period between 2026 to 2031. • Between 2016 and 2026, the age structure forecasts for the Georges River Council area indicate a 12.3% increase in population under working age, a 25.3% increase in population of retirement age, and a 7.8% increase in population of working age.

Theme	In the Georges River local government area:
	<ul style="list-style-type: none"> The largest increase in persons between 2016 and 2026 is forecast to be in aged 35 to 39, which is expected to increase by 2,334 and account for 7.3% of the total persons.
 <p>Dwelling Type</p>	<ul style="list-style-type: none"> In the Georges River Council area, 45.8% of the dwellings are medium or high density, compared to 44% in Greater Sydney. In 2016, 58.8% of dwellings in the suburb of Hurstville were higher density flats or apartments compared to 30.8% in the Sydney Metropolitan Area. Between 2016 and 2036, Hurstville (suburb) is forecast for the greatest increase in development of new dwellings in the Georges River Council area. The largest changes in the type of dwellings found in the Georges River Council area between 2011 and 2016 was 'high density' (+3,117 dwellings), and 'Separate house'. The number of dwellings in the Georges River Council area is forecast to grow from 54,491 in 2016 to 68,305 in 2036.
 <p>Car Ownership</p>	<ul style="list-style-type: none"> Analysis of car ownership in 2016, indicates 44% of households in the Georges River Council area had access to two or more motor vehicles, compared to 46% in Greater Sydney. Hurstville had the highest proportion of households with no car (18%).
 <p>Employment</p>	<ul style="list-style-type: none"> 51,212 (73.7%) working residents of the Georges River Council area travelled outside the area to work. More Hurstville residents worked in accommodation and food services than any other industry in 2016. Analysis of individual income levels in Hurstville (total) in 2016 compared to Greater Sydney shows that there was a lower proportion of people earning a high income (those earning \$1,750 per week or more) and a higher proportion of low-income people (those earning less than \$500 per week).
 <p>SEIFA</p>	<ul style="list-style-type: none"> In 2016, Connells Point - Kyle Bay had the lowest level of Disadvantage in the Georges River Council area, with a SEIFA index score of 1,100.7, and ranked in the 97th percentile of Australia's suburbs and localities, meaning 97% of households have SEIFA index lower than these areas. Higher levels of disadvantage are more concentrated in and around the Hurstville City Centre.

Reflecting these demographic trends, the analysis of community infrastructure undertaken to develop the *Georges River Open Space, Recreation and Community Facilities Strategy 2019-2036* by Elton Consulting in 2019 indicates that when considering the whole Georges River LGA, there is a current shortfall of 6,690sqm of community space which will grow to 9,243sqm in 2036 if no additional space is provided.

As well as the identified need for additional space, the ongoing changes in the LGA demographic profile will increase demand for different types of services and facilities. When formulating spatial requirements for community facilities in the Hurstville Civic Precinct, the demographic profile and the service and facility needs

of different cohorts will impact factors like the size of the infrastructure, functionality of spaces and programming. Some factors that require consideration include:

- The demographic analysis reveals that a large portion of the population growth will be concentrated in Hurstville, with a large proportion of younger people living in group households in the Hurstville town centre. For the entire Georges River LGA, demographic forecasts suggest the largest increase is expected in 'Couple families with dependents'. The service and facility needs of these cohorts may be different.
- Higher density housing and group households concentrated in Hurstville will mean a greater need for third spaces including public open space.
- A large and growing migrant population indicates a need for migrant services and spaces that are welcoming, easy to access, and the provision of resources in languages other than English.
- There are emerging demographic groups to be considered when projecting the future of the LGA. Between 2011 and 2016, the number of people in the Georges River LGA who were born overseas increased by 19.5%, with the largest changes in birthplace countries being China, Nepal, Philippines and India. This indicates a need for spaces and inclusive activities that build community cohesion and a sense of belonging.
- An increase in people of retirement age may indicate the need for specific services, meeting places and activities.
- A very young population may indicate a need for the Hurstville Civic Precinct to be activated with green urban spaces that enable pleasant use of the public domain, and to provide a range of passive and active recreation opportunities.
- A high proportion of tertiary education students residing within Hurstville may suggest a need for group and individual study spaces to be provided in community facilities and educational resources.
- A high proportion of residents with no car in Hurstville suggests a need for facilities that are co-located or proximal and easily accessible by public transport, and for green linkages and walkable connections in and around the Hurstville centre.
- Proportions of people living alone (16%) in Hurstville are not exceptionally high, however it may indicate a need for a range of spaces in which people can connect with one another and assist inclusivity.

4 Framework for Community Facility Provision in the Hurstville Civic Precinct

This section provides information to guide the delivery and development of community facilities in the Hurstville Civic Precinct. The intention of this section is to provide a set of detailed guiding principles and secure a process that establishes a foundation for future planning and design stages. Council acknowledges that there is a level of flexibility required considering the frequently changing and variable conditions that present in community facility planning, such as evolving community needs and potential changes to the function of business districts.

The Framework uses the term ‘community facilities’ to mean Council administrative and civic offices; multipurpose auditorium, library, museum, art gallery, community centre, associated uses such as cafés; a range of recreation, relaxation or study areas, and emerging new forms of facilities that cater for the identified needs of the community.

The exact functionalities or make up of the facility will be determined by Council in consultation with the community and further studies.

4.1 Principles

Principles developed for the community facility in the Hurstville Civic Precinct are derived from Georges River Council’s existing plans and strategies and recent learnings from national and international best practice, and adapted specifically to guide the development of community facilities in the Hurstville Civic Precinct. The principles are supported by performance criteria.

Table 5: Principles and performance criteria

Principles	Performance Criteria
Reflects and strengthens local character	<ul style="list-style-type: none"> • A facility that is planned and designed with consideration to Connecting with Country principles and acknowledgement of First Nations connection to place. • A facility that is planned and designed with consideration to local stories, history, diversity, and the area’s unique culture and character.
Welcoming and safe	<ul style="list-style-type: none"> • A facility for equitable, inclusive active participation and interaction, building relationships, strengthening social cohesion and respect, and as a meeting place for everyone in the community. • A facility for multigenerational use. • A facility that connects communities through the provision of shared public spaces.
Fit for purpose and responsive	<ul style="list-style-type: none"> • A facility planned to consider the Georges River Council area’s demographic needs and trends, and the catchment it services. • A facility planned through engagement with stakeholders, including young people, families, diverse communities, and older generations to develop a shared vision that encourages social inclusion and diversity. • A facility planned with an understanding of the needs of the cultural sector. • A facility that supports ongoing community connection and ownership. • A facility that has a strong community building role and that responds to the purpose of the Hurstville City Centre.

Principles	Performance Criteria
Connected and visible	<ul style="list-style-type: none"> • A facility that optimises accessibility and connectivity to the public domain and activated ground planes with consideration given to 'spill out' opportunities. • A facility that encourages ease of access through its interface with pedestrian/ cycle routes and places, connecting the large scale with the finer grain.
Multipurpose, future proofed and innovative	<ul style="list-style-type: none"> • A facility that has flexible uses, capable of responding to and accommodating a diversity of practises and groups concurrently, building in functionalities that maximise utilisation. • A facility that is adaptable and that incorporates smart technologies, and the use of internal layouts that can respond and be resilient to changing community, environmental and public health priorities over time and opportunities for expansion.
Distinctive and vibrant	<ul style="list-style-type: none"> • A facility that has a strong architectural presence. • A facility that contributes a sense of identity, with the intention of making a major difference to the real and perceived value of the Hurstville Civic Precinct. • A facility that strengthens and positions Georges River as a 'cultural centre'. • A facility that is activated all day, everyday and contributes to the night time economy.
Responsible, sustainable and resilient	<ul style="list-style-type: none"> • A facility planned to achieve value for money, maximum land and building efficiencies, and utilise cost effective and environmentally sustainable design, asset management and operational practices. • A facility designed to effectively manage public health issues and environmental effects in a way that can benefit from new opportunities.
Funding partnerships	<ul style="list-style-type: none"> • A facility funded in recognition of the shared value community and cultural services bring to the Hurstville City Centre and the wider Georges River LGA, and the opportunities for development partnerships.
Collaborative, coordinated and integrated	<ul style="list-style-type: none"> • A facility where planning and design has been supported by clear agreements between Council and its development partners, ensuring collaborative and coordinated processes, maximising its fit for purpose potential and its integration with its environment. • A facility developed with a clear design brief that establishes all the qualitative and quantitative spatial requirements for the space, and is supported by an estimated cost of the construction.
Part of a facility network	<ul style="list-style-type: none"> • A facility planned to function as part of a network of complementary, yet distinct community and cultural facilities distributed across the Georges River LGA.

4.2 Community Facilities

Clause 6.17 of the GRLEP 2021 requires a minimum of 25% of the total permissible gross floor area to accommodate community uses and facilities. It also requires public open space to be provided at ground level to a minimum of 50% of the total site area, inclusive of a civic plaza.

This corresponds to the intended outcomes of the Hurstville Civic Precinct Master Plan (2021), which aims to deliver:

- 6,000sqm Council chambers
- 8,410sqm library including the Council Customer Service Centre, gallery, auditorium and theatre space
- 6,690sqm of public open space at ground level including a Civic Plaza.

The specific floorspace needs of community facilities will be refined as part of a future detailed design and development application process based on an up-to-date needs analysis, and in accordance with the process set out in Section 4.3 of this Strategy.

4.3 Process

To respond effectively to these Principles, a process has been documented to assist Council decision making, and ultimately determine the vision for the community facility in the Hurstville Civic Precinct. Again, this process provides a level of flexibility that enables Council to respond to opportunities within changing circumstances. While the process table below is intended to be followed in numerical order, circumstances may require alternate approaches.

Table 6: Process and outputs

Process	Outputs
1. Feasibility	<ul style="list-style-type: none"> • Prepare a feasibility study that considers and defines the project scope within the proposed development context, with attention to the project principles and performance criteria. • The study should demonstrate the feasibility of various spatial options and configurations based on proposed Master Plan floorspace provisions and inclusions (i.e., library, auditorium etc). • Consider the feasibility of relocation and reintroduction of existing Council managed assets and operations. • Investigate land opportunities against site and environmental constraints. • Minimise costs of delivering the facility to Council and the wider community by factoring in opportunities to offset costs with gains from increased development. <hr/> <ul style="list-style-type: none"> • Output: Understanding of available floor space, size and scale, and financial parameters
2. Purpose	<ul style="list-style-type: none"> • Determine the age, lifestyle, cultural and socioeconomic characteristics of different groups within the population and their likely interests, expectations and preferences with regard to community activities, programs and services. • Consider worker and visitor needs. • Determine what the community facility will aim to achieve (aim to complement, rather than duplicate, community centres in adjacent areas to help create an integrated network of centres that offer different opportunities). • Consider social, cultural and economic development outcomes through the inclusion of social enterprise agencies and cultural industries.

Process	Outputs
	<ul style="list-style-type: none"> Consider government, non-government or other uses that may provide services from the facility. Output: Purpose of the facility (i.e., whether the facility will focus on cultural uses, a broad generalist or specialist focus, provide services for specific groups etc)
3. Functionality	<ul style="list-style-type: none"> Based on the feasibility study and demographic review, prepare high level functional drawings for the community facility and its role in relation to other social infrastructure in Georges River. Identify opportunities for the disposal or adaptive reuse of non-purpose-built facilities in the LGA with limited utilisation rates and poor flexibility. Output: Draft schematic designs for use as collateral for community engagement
4. Vision	<ul style="list-style-type: none"> Prepare an engagement and communications plan, including key messages. Engage with communities and stakeholders to develop a vision for the facility. Engage with key stakeholders to refine the functionalities of the facility. Ensure refined functionalities consider the compatibility of uses to minimise potential conflict associated with privacy and noise. Output: Draft vision and draft functional drawings
5. Business case	<ul style="list-style-type: none"> Prepare a business case/plan to deliver an economically sustainable facility that identifies the costs of delivery and ongoing operations. Prepare a business plan that highlights the economic and social value (value propositions) impacts as a result of the facility, including outcome measures. Output: Draft business plan that demonstrates the improved social/cultural/economic outcomes for the Hurstville City Centre and the LGA
6. Relationships and partnerships	<ul style="list-style-type: none"> Use the business case plan to support a shared value approach to encourage partnerships with businesses, government agencies, educational institutions, and not for profit organisations in the Hurstville City Centre for the provision of the community facility (shared value is an approach to doing business that leads to additional economic benefit by addressing social issues that intersect with their business). Output: New relationships or partnerships between Council and business in the town centre with aligned interests to achieve mutually beneficial outcomes
7. Planning and design	<ul style="list-style-type: none"> Ensure integration and coordination by considering opportunities for commercial agreements and other arrangements that specify Council oversight of the design, design integration and inspection points at stages throughout the community facility delivery. Facilitate outcomes that suitably address Clause 6.17 of the GRLEP 2021 and the intended community floorspace and public open space outcomes of the Hurstville Civic Precinct Master Plan (2021). Consider opportunities for planning agreements that can specify the timing of provision of the community centre and ensure early delivery. Promote design excellence. Output: Arrangements specifying Council oversight of the design process and community facility construction

5 Conclusion

The Hurstville Civic Precinct Planning Proposal provides a unique opportunity for new facilities in the Georges River local government area to replace existing facilities in the Hurstville City Centre with new and improved infrastructure better able to meet a growing and changing community.

A level of flexibility will be necessary considering the frequently changing and variable conditions that present in community facility planning. For the Hurstville Civic Precinct adding to this uncertainty is the unknown time frame for the development of the site, and the potential changes in the way cities function in relation to ongoing demographic changes and evolving needs.

While these are challenges, planning for community facilities can be built from an established and strong foundation that guides decision making and approaches to future provision.

The intent of this Strategy is to establish a foundational set of principles supported by performance criteria, providing reference points that enable Council to guide and evaluate future planning, design and delivery of community facilities in the Hurstville Civic Precinct. This is supported by a process that defines the steps necessary to ensure the planning and design of the community facilities are aligned with the established principles.

6 Exemplars

The Exchange - Darling Square Library



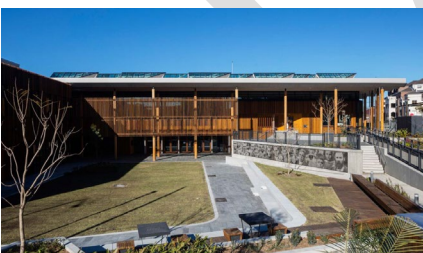
Source: City of Sydney

- An iconic landmark spiral shaped timber clad building.
- Multipurpose facility incorporating:
 - Library;
 - Ground floor food hall;
 - Childcare facility; and
 - Flexible spaces for events, seminars, meetings, workshops and collaboration.

Marrickville Library and Pavilion



https://www.google.com/maps/uv?pb=1s0x6b12b03e0d4a8f91%3A0x33298278243c2438%3m117e11514shttps%3A%2F%2Fih5.googleusercontent.com%2Fp%2F1QipNnZ7xb4Yi552hcYN4WHqCcMaZ6qzBOIZx_fw%3Dw300-h200-k-no%5Emarrickville%20library%20-%20%20Google%20search%201%20CgltuAQ&imgkey=1e10i2sAF1QipPHezfeVycvvhFM_VhCh8EDaxmrykta35TAgz&hl=en&sa=X&ved=2ahUKEwjG4ZKikvfaAhUWILcAHffBBAKQciowE3oECBUQAw&csid=1604982698734376



<https://architectureau.com/articles/bvn-completes-new-marrickville-library-and-pavilion/#img-4>

- Contemporary building integrated with heritage buildings and civic open space.
- Multipurpose facility incorporating:
 - 3,600m² purpose-built library and event space;
 - 1,200m² landscaped outdoor garden and a 100m² children's playground;
 - Study spaces, learning rooms, and auditorium;
 - Café;
 - Large events space with full conference facilities and full size catering kitchen; and
 - Underground car parking.
- Sustainability using recycled building elements and energy saving design features.
- Significant book storage capacity.

Clayton Community Centre, Melbourne



https://2.bp.blogspot.com/-86-g3v6DXFk/UFX8xb6sWEXI/AAAAAAAAAIm/cORuB_sLI/s1600/Clayton+Community+Centre+by+Jackson+Architecture01.jpg



<https://jacksonarchitecture.com.au/wp-content/uploads/2016/10/PROJECT-IMAGES-SPORT-Clayton-Community-Centre-edit-01.jpg>

- Multipurpose social, cultural, recreational and sporting facility collocating:
 - Aquatic and fitness;
 - Public library;
 - Auditorium/ theatre;
 - Youth and family services;
 - Preschool, maternal and child healthcare;
 - Art rooms;
 - Medical and dental centre; and
 - Café.

Red Earth Arts Centre, Karratha



<https://www.ausleisure.com.au/news/red-earth-arts-precinct-opens-in-the-pilbara/>

- Contemporary and iconic landmark building reflective of the local Pilbara landscape, connected to a large civic open space.
- Multipurpose facility consisting of:
 - Library,
 - 450-seat theatre including cinema screen and rehearsal rooms;
 - Outdoor rooftop cinema;
 - Outdoor amphitheatre;
 - Studio spaces;
 - Art and gallery space; and
 - Hospitality/ café.