





# ideas bank

Visiting other community centres and learning from others' experience can be valuable for planning, designing and operating new community centres. This section of the Community Centre Guidelines is a collection of case studies of centres around Australia. The community centres showcased in this Ideas Bank were chosen because they provide examples of innovative approaches and high quality social outcomes. Important features highlighted by these centres include:

- Many of the centres are managed facilities with centre coordinators.
- Several have programmed activities as well as casual hire opportunities.
- The programmed activities are diverse and they encompass at least two of the following: leisure/recreational activities, skills/education and social welfare/support.
- Many have operational funding from sources additional to council, for example rental income, fee-paying courses and grant funded programs.
- Several have received capital funding from sources other than council.

The facilities described in the Ideas Bank provide examples of the diverse ways in which community centres can be planned, designed and managed. They highlight the range of programs and variety of user groups who benefit from proactively managed facilities. Further information on these centres can be obtained through the direct and web contacts provided in each case study.

Thank you to consultants Tangent Leisure Consultants and Australia Street Company for compiling these case studies.

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The information in this guide has been obtained from published sources and telephone interviews with centre staff. The managing organisations of the represented centres have consented to the inclusion of material in this Ideas Bank. The content was collected in 2005 and reviewed in 2006-07. Landcom has endeavored to ensure the information is correct, however it does not warrant against any errors or omissions.



# belconnen community centre

**street address** Corner Swanson Court and Chandler Street  
Belconnen ACT

**manager** T 02 6264 0232

**web** www.bcsact.com.au



belconnen community centre  
basketball  
development; a 174-seat theatre for the performing arts; free computer access for community skills development

## location

Belconnen is the second town centre in Canberra. It commenced development in 1967 and by 2001 had a population of 82,247. The centre is located in the commercial centre of Belconnen, 150m from the Westfield Shopping Centre, and opposite the bus interchange. On the same block there is also a youth centre, library, health centre, senior citizens club and a church. Also in the same precinct is a major aquatic centre. The centre is located approximately 300m from Lake Ginninderra.

## access

The centre is accessible by bus, bicycle, on foot and by car. The building is deemed accessible under the Building Code of Australia (BCA). The majority of users come by car, however some users walk.

## building elements

Belconnen Community Centre is a purpose built community centre built by the ACT Government in 1987. The centre operates as a programmed venue with spaces for hire. The centre has a one court sports hall which caters for badminton, volleyball and half court basketball; an art room for painting, ceramics, sculpture and textiles; an art gallery for emerging artists; a digital divide providing free computer access for community skills development; a 174-seat theatre for the performing arts used by two theatre groups; a café; and three multipurpose rooms suitable for meetings, exercise classes and small functions.

## capital funding

source	amount	comment
State (ACT Government)	\$7m	Funded through the sale of the original shopping centre to Westfield. A condition of the sale from the ACT Superannuation Fund was the construction of the community centre.
<b>total</b>	<b>\$7m</b>	

## range of programs and activities

The centre has a diverse range of activities and programs particularly in social care.

### Target groups

- Programs for stroke victims and people with disabilities
- Health and fitness classes including for mature groups
- Youth support and recreational programs
- Migrant Settlement Programs

### Social care

- Leisure Program assists people with mental health issues to participate in mainstream recreation, fitness and art classes. The centre provides financial assistance if necessary. Referrals are not required but are common.
- Lunch group and movie group for people with mental health issues.
- Friends for Life is a recreation program promoting positive mental health in older people from culturally and linguistically diverse backgrounds. This program is funded by the Commonwealth Department of Health and Ageing.

- Community transport for frail, aged and people with a disability, who do not have access to transport for medical and other appointments, or for local shopping.
- Social support also includes collection of medical supplies, x-rays etc.

### Learning

- Digital Divide provides free computer access and training.
- One on one training for people with long or short term disabilities.

### Arts and culture

- Open Art classes including painting, drawing and printmaking
- Scribblers writers group
- Professional art tuition
- Cooking classes
- Singing
- Performance and participation in theatre, opera and dance

### Recreation and leisure

- Fitness and lifestyle classes including programs for seniors
- Social exercise sessions
- Activities for children and young people
- Recreational and sporting activities provided by organised groups (e.g. yoga, karate, taekwon do)

## management

The Belconnen Community Centre is managed by a manager who reports to Belconnen Community Services Inc which has a lease to manage the centre on behalf of the ACT Government. Belconnen Community Services Inc runs the centre and U-Turn Youth Services. It provides a range of programs, activities and services at the centre for families and individuals living in the Belconnen region and across the ACT. These services are provided on a not for profit basis and are partly or wholly funded by government grants, donations, program fees and rental income from the café.

## virtual community development

Belconnen Community Services Inc also co-ordinates a community webpage ([www.belconnen.org.au](http://www.belconnen.org.au)) to provide the residents of Belconnen with an easily accessible, participatory electronic space through which to engage with their community. The website was developed in 2003 by a group of people from various

community organisations in the Belconnen area and is resourced and managed by Belconnen Community Services Inc. It is used as a tool for residents to communicate with each other and to connect different groups in the community, for example schools, community groups, individuals, people who are new to the community, or people who have difficulty accessing other sources of information.

## operational budget

operational revenue	sources
Hire fees	65%
Program fees	30%
Grant	\$10K grant from ACT Government for social care programs. These government programs are run on a cost neutral basis, ie the grant covers the costs of the programs.
Rental income	5% from office rental and café

## critical success factors

- Unique capital funding source for building from State Government.
- Proactive management of the centre provides a wide range of programs and courses to a diverse group in the community. The centre helps reduce the social or cost barriers that may prevent certain groups in the community from accessing a more traditional community centre.
- Mix of facilities and programs bring a variety of people of different ages, income backgrounds and abilities together.
- Recurrent funding from government for health and social care programs.
- Location of centre adjacent to other community facilities.

## lessons

- The centre originally had a full basketball court but this was reduced to include more workshops once the sports centre had been built. The community centre is now able to offer more programs.
- The centre is in need of refurbishment.

# blacktown

## leisure centre

**street address** Corner of Stanhope Parkway and Sentry Drive  
Stanhope Gardens NSW

**manager** T 02 9421 2600

**web** [www.blcs.blacktown.nsw.gov.au](http://www.blcs.blacktown.nsw.gov.au)



swimsurftees pool with moveable floor, spas, sauna and steam room, 15 x 10m programme pool, aqua natal, netball, indoor soccer, basketball, group fitness, cardio fitness and strength training, school programs and swimming carnivals, squad training, surfees swim school, birthday parties

### location

The indoor leisure centre which opened in February 2003, forms the first stage of a new town centre within a new masterplanned development in North West Sydney. Once completed the Parklea Release Area may have a population of up to 45,000 people. The centre is opposite a local shopping centre and central to the residential areas.

### access

The centre is accessible by bus, car, bicycle and on foot. The majority of users drive to the centre.

### building elements

The building is comprised of an aquatic centre and sports halls, designed with a series of vaulted roofs. The aquatic hall includes a 25 x 20m lap pool, 32m long wave pool with associated leisure and toddlers/baby pools, 15 x 10m program pool, with spas, sauna and steam room. There is also a fully equipped fitness studio and group fitness facility, café, retail area and a function room that can seat 200 people. A crèche is available for users of the facility. In addition there is an indoor two court stadium suitable for basketball, netball, soccer, volleyball and badminton. The court seats approximately 800 people for community events.

Stage two of the development is at Masterplan stage and will include a library and children's facility.

### capital funding

The \$20m centre was funded by Council with Section 94 funding from developers including Landcom.

### range of programs and activities

#### Recreation and leisure

- Surfees swim school
- Squad training
- School programs and swimming carnivals
- Group fitness
- Cardio fitness and strength training
- Basketball competitions
- Netball competitions
- Indoor soccer competitions
- Aqua natal
- Birthday parties

## Community events

Able to seat 200 people, the function room is available for corporate events such as meetings or product launches, and community events such as awards nights, fundraisers, presentations and parties. The centre has also been the venue for a number of national and state events including:

- International Futsal Test Match
- NSW Local Government Awards Dinner
- NSW Police Games 2004/2005/ 2006
- Australia-Philippines Trade Fair Recreation
- Leisure Nutrition Australia “Eating Well, Active Longer” Nutrition Seminar
- National Seniors Week 2003/2004/2005

## Partnerships

The centre has established a number of successful and unique corporate partnerships with the following organisations:

- Aquatic & Recreation Institute
- Royal Life Saving Society of Australia
- Austswim NSW
- Fitness NSW
- Surf Life Saving NSW
- Australian Fitness Network
- Sydney West Area Health
- NSW Department of Sport & Recreation
- NSW Heart Foundation
- AFL NSW/ACT



Blacktown Leisure Centre

## management

The Blacktown Leisure Centre is managed by Council with a manager on site who operates the centre as a stand alone business unit.

## critical success factors

- Well located for its key target market.
- Iconic facility for the area.
- The centre places recreation and leisure as the anchor to the town centre development.
- The wave machine offers a unique experience and attracts a wider audience than might otherwise visit an aquatic centre.
- The planning for the centre allows for future expansion and growth in line with the projected population increase.
- Since opening, the centre has had 3.1 million people through the doors. Health and Fitness memberships have grown beyond expectation with the centre currently boasting over 3,500 members, and 2,500 Surfees Swim School enrolments per term and over 1 million swimmers a year.
- The centre operates as a business unit of Council.
- The fitness centre operates as a profit centre to offset the cost of the pools.
- The community events provide a commercial revenue stream to offset the operational costs of the centre.

## lessons

- The facility showcases Blacktown City Council's commitment to encouraging the community to be active.
- The mission of the centre is to provide affordable leisure and entertainment to the community regardless of age or ability.
- The centre demonstrates the benefits of providing a multi activity centre rather than separate single purpose stand alone facilities.
- The co-location of the recreation, library and childcare centres will provide economies of scale in reducing infrastructure costs, increasing convenience to users and attracting a wider range of users.
- The centre employs local staff.
- Use of Landcom levies to fund the centre provided considerable savings to Council.
- With the addition of a library there will be an opportunity to offer more education and training.

# byron

## community & cultural centre

**street address** 69 Jonson Street  
Byron Bay NSW

**manager** T 02 6685 6807

**web** www.byroncentre.com.au



purpose-built radio studio, multi-purpose facility, aboriginal art and craft shop, with a 246-seat theatre.

### location

The centre is located on a main street in the commercial centre of Byron Bay in northern NSW.

### access

The centre is accessible by bus, bike and on foot, however the majority of users come by car. The building is deemed accessible under the BCA. Most users come from within a 5km radius.

### building elements

The centre is a multi-purpose facility with a 246-seat theatre and three other spaces for hire. (The studio accommodates 110, the verandah room accommodates 25, and the Fletcher Street room accommodates 40 people. There is also a verandah, which accommodates 75 people). The centre has a purpose built radio studio for the community radio station Bay FM, office space for two not for profit organisations (the Northern Rivers Writers Centre and Adult Community Education [ACE]), and two retail outlets: Planet Corroboree (an aboriginal art and craft shop) and Fundamentals (a natural health store).

### capital funding

The centre had its origins in 1895, built on specially designated land as the Mechanics Institute. In 1907 it was renamed the Byron School of Arts. In 1913 it was renamed The Byron Literary Institute. By 1980 the building had fallen into disrepair. The community raised funds to repair the building and in 1981 it was opened as the Byron Bay Community Centre. After 20 years of fundraising the current building opened in late 2002.

source	amount	comment
Council	\$0.075m	
Private sector	\$0.180m	Bequests/sponsorship
Section 94 funding	\$ .500m	
State	\$0.150m	State Arts funding
Grants	\$1.0m	Federal grant
	\$0.150m	Sustainable Regions grant
Other	\$1.190m	Community Association took out a mortgage
<b>total</b>	<b>\$3.245m</b>	

### range of programs and activities

The centre operates as an arts and educational centre with a strong social care and support focus.

#### Learning

- Adult Community Education (ACE) – the centre is one of several outlets in the Shire
- Language classes
- North Coast TAFE -Volunteer Language/Literacy Tutor training
- Diverse classes in such areas as yoga, dance, theatre technician training, occupational health and safety, drug and alcohol training
- Work placement organisations
- Southern Cross University: annual Summer Law School, conferences, meetings
- Christian meeting, Weight Watchers



### Social care

- Pregnancy and Parent Support Groups
- Byron environment and community meetings
- Information and referral desk for residents and visitors
- Emergency relief funded by the Commonwealth Department of Family and Community Services
- Distribution of bread to people in need and provides free weekly breakfast
- Home to a number of outreach services including financial counselling, tax help, drug and alcohol counselling, legal aid and migrant settlement support

### Arts and culture

- Performing arts events, exhibitions, conferences, seminars, receptions and functions
- Bollywood dance classes
- Byron Bay Community Market – a monthly market averaging around 370 stalls
- Bay FM Community Radio
- Events including the Byron Bay Film Festival and the Byron Bay Steinway Series
- Subsidised hire for not for profit organisations
- Byron Bay Writers Festival
- Used by a diverse mix of community organisations, such as Australian Indonesian Arts Alliance and New Earth Tribe.

## management

The centre is owned and managed by the Byron Bay Community Association, a not for profit incorporated association registered as a charitable organisation. Membership of the association is open to all residents in the local community who agree to comply with the Associations’ rules and objectives.

The centre plays a major community development function in the Byron Shire. The centre is run by a General Manager and four other staff with a number of volunteers.

### critical success factors

- The centre is owned and operated by a not for profit community association that provides a wide range of services to the community from the centre. The Association has set up a number of programs including after school care, Australian Indonesia Arts Alliance, Byron Youth House, Byron Youth Services and Housing Support Program. These programs now run independently under the auspices of the community association.

- The centre balances social care with theatre, leisure and education groups.
- Financial risk has been accepted by the Association in taking out a \$1.19m mortgage to fund the capital cost of the building, which they will not have paid off until 2020.
- Markets, shops and rentals are an effective revenue source funding 44% of operational costs.
- The centre provides a valuable social and recreational service to residents at no cost to Council.

## operational budget

operational revenue	approx %	comment
Hire fees & venue services	25%	Box office, events, refreshments, conference support
Fundraising	8%	
Program fees	10%	
Grants (including wage subsidies)	10%	
Rental income from permanent tenants	22%	Health food store Bay FM radio Aboriginal arts and craft shop
Other	3%	Office and other services
	22%	Income from the monthly market and coffee stall



## lessons

- The level of community initiative and ownership may reflect some unique characteristics of the Byron Bay community that may not be transferable to other areas.
- The original social care focus of the centre has had to be balanced with the commercial reality of repaying a mortgage so some of the activities (such as showers and breakfasts for homeless people) have had to be stopped.
- Government and private benefactors provided significant financial support for building the centre, but do not provide any assistance

towards operational costs. The lack of funding, combined with a high mortgage, has placed an onerous financial burden on the Association.

- Ironically, the new building has increased expectations of community groups, who assume that the centre is wealthy (or owned by Council). Many also assume that a community organisation should provide services and venues free of charge, and have difficulty understanding the costs involved in servicing a mortgage.



Byron Bay Community and Cultural Centre

# castle grand

## castle hill community centre

**street address** Corner Pennant and Castle Streets  
Castle Hill NSW

**community centre** T 02 9761 4562

**library** T 02 9761 4511

**web** [www.baulkhamhills.nsw.gov.au](http://www.baulkhamhills.nsw.gov.au)



internet facilities, library and community centre, coffee shop, internet facilities, audio visual facilities, conference

### location

The centre is located opposite the Castle Towers Regional Shopping Centre, a cinema complex and underground car park. Within the precinct is a police station, local park, Castle Hill High School and primary school. The proposed Castle Hill rail station will be located approximately 200m behind the centre.

### access

The centre is accessible by bus, bike and on foot. However most users drive. The building is deemed accessible under the BCA.

### building elements

The Castle Grand building was built in 2004 by Baulkham Hills Council and includes the Castle Hill Community Centre and library built at two street levels (on a sloping site). There is an eight storey residential apartment building (62 units) above the library and community centre as well as community and residential car parking (a total of 262 spaces) beneath. The centre incorporates a 1,900m<sup>2</sup> library with a coffee shop which can also be accessed from the street, a self-checkout system and 23 publicly accessible computer terminals with internet facilities. The library also has a Council Customer Service Centre.

The community centre has been designed and purpose built for functions, conferences and events and for use by community groups and hirers. It includes a 500 seats auditorium (acoustically treated to limit transfer of sound) with conference audio visual facilities and four other function/meeting rooms accommodating 20, 40, 90 and 180 respectively. The meeting rooms cater for functions as well as dance, martial arts, pilates and a wide range of other activities. There is also a commercial

kitchen (for use in association with the facilities), and an early childhood health centre operated by Sydney Area West Area Health Service.

### capital funding

source	amount	comment
Council	100%	Council sold assets to fund the total development of the community centre and library and is recouping its outlay through the sale of apartments on site

### range of programs and activities

The centre operates as a venue for hire with a high number of regular users who offer recurrent recreation programs, but with facilities available to suit large functions and private parties, particularly on weekends.

#### Learning

- TAFE programs, ESFL classes, Norwest Community College, Preschool story time and night time stories, cartoon workshop classes, preschool activities in the library, reading club, Weight Watchers

#### Social care

- Council Youth Centre runs programs from the centre
- Early childhood health centre offers child and maternal health programs
- Health seminars on various topics run by hirers

#### Recreation and leisure

- Martial arts, yoga, pilates, dance classes and performances
- School holiday programs



## management

The library and community centre are managed by Council staff. The community centre is managed as a hall for hire and 75% of the activities at the centre are provided by regular hirers running regular programs. Approximately 25% of meeting and function room use is through casual hire.

## critical success factors

- Unique funding of the centre by Council, through the sale of apartments.
- The location of the building adjacent to the residential and retail precinct, schools and rail.
- Co-location of the library, community centre and early childhood health centre provides convenience to users and reduces infrastructure costs.
- The availability of service providers and other regular hirers who make up the current program indicate that there is demand for a venue for community programs and activities.
- Rental income from the café contributes to the running costs of the library.
- The functions offset the cost of the community centre.

## lessons

- There is potential to offer integrated programs between the community centre and the library.
- Other applications of this model could include the retention of some apartments by Council as a source of rental income to underwrite the management of the centre and to provide social care programs that may be needed by the community.
- The operational philosophy of the centre is that it would operate at no cost to Council through revenue from functions and events, however the availability of facilities to hold large events is limited by the high level of usage by regular hirers providing a service to the community.
- Due to the design of the building the community centre must be staffed at all times it is open, which results in high operational costs relative to income.



Castle Grand: Castle Hill Community Centre



# Coonara community house

**street address** 22 Willow Road  
Upper Ferntree Gully VIC

**manager** T 03 9758 7081

**web** [www.knox.vic.gov.au](http://www.knox.vic.gov.au)  
[www.coonarahouse.org.au](http://www.coonarahouse.org.au)



## location

Coonara Community House is located in the outer eastern suburbs of Melbourne with a population of approximately 25,000. The centre is located in a quiet residential area. It is positioned on the edge of a large park including sports fields and a playground and is next to a small community school. The centre is a short distance from a main highway and large shopping precinct.

## access

Coonara Community House is accessible by train, on foot and by car. The train station is a 5 minute walk and a sizeable number of users access the facility by train, particularly those attending accredited training programs. Local residents, particularly children and families accessing the childcare programs, walk to the facility. The centre is fully accessible under the BCA.

## building elements

Coonara Community House was first opened in the mid 1970's in an 1870's stone cottage. Since that time there have been several additions to the house to increase the range of facilities available. The first addition was of a childcare room and a classroom. These were separate to the stone cottage and were joined by a covered walkway. Ten years ago the buildings were joined creating a new reception/entry and a further childcare room. The final addition was a classroom at the front of the building. The facilities in the original stone cottage include a kitchen, dedicated computer room, small meeting room and office space for staff.

## capital funding for additions

source	amount	comment
State (VIC Government)	\$50,000	From the Department of Human Services
State (VIC Government)	\$6,000	From the Department of Adult Community Education
City of Knox	\$50,000	
Coonara Community House	\$26,000	
<b>total</b>	<b>\$132,000</b>	

Information about the cost of the original building was unavailable. The original house and the land is owned by Knox City Council.

## range of programs and activities

### Target groups

- 10 years ago 95% of people who used the Community House were women from their mid 20's to mid 40's and often with children. Now the centre attracts a much broader user group.
- Women still make up 75% of usage but the age range is varied because of the accredited training courses now offered.
- The number of older people has increased particularly with programs such as a grandparents playgroup.

### Learning

- Children's Services certificates and diplomas
- Aged Care Work certificates
- Community Services diploma

- Information Technology certificates
- Community Development diploma
- Courses in disability services, mental health, group facilitation, integration support, youth work, first aid, psychology, food safety and computer courses

#### Social care

- Parenting courses
- Grandparents playgroup
- School holiday program
- Occasional child care
- Prekinder centre child care

#### Arts and culture

- Mixed media arts
- Mosaics
- Art appreciation
- For young people – pet psychology, journalism, babysitter training and first job training

## management

The centre is managed by an incorporated community organisation that has a 99 year lease with Knox City Council. The community organisation employs a team leader for 32 hours per week, a house co-ordinator for 24 hours a week and three part time administration staff around 10 – 15 hours per week each.

## operational budget

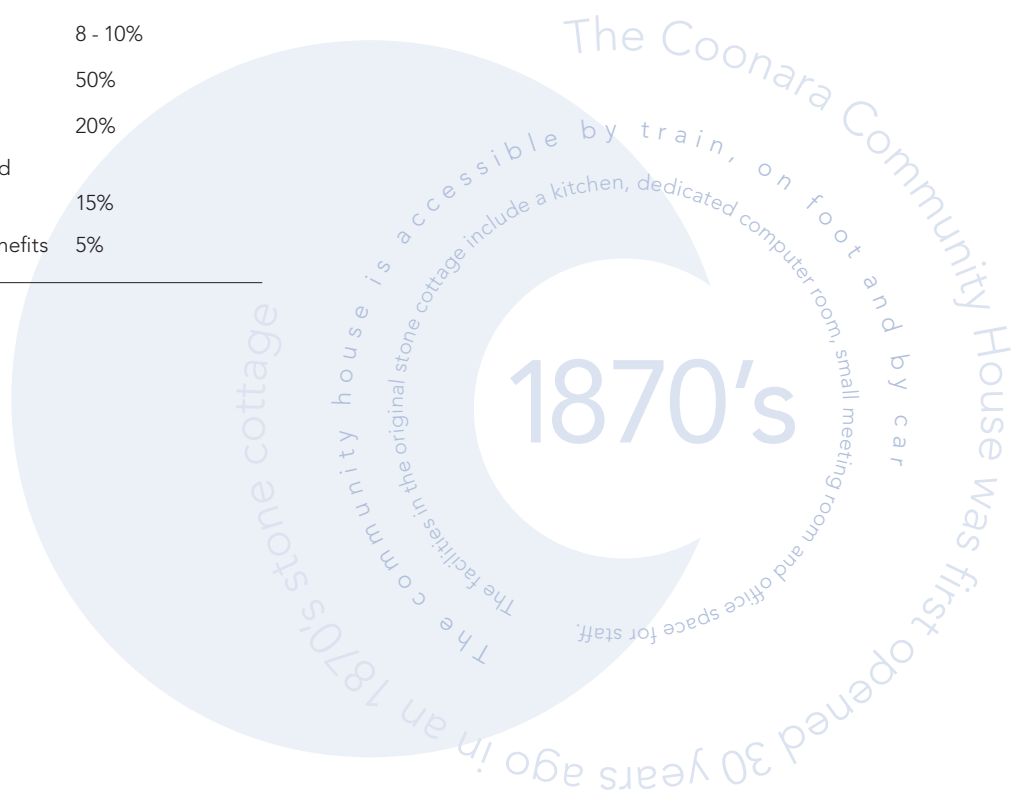
operational revenue	sources
Council subsidy/funded	8 - 10%
Program fees	50%
Grants	20%
State Government Neighbourhood House Co-ordination funding	15%
Federal Government childcare benefits	5%

## critical success factors

- The commitment of local community group to get centre started.
- The centre offers access to the internet for those who would not otherwise be able to have access.
- Becoming a vocational training provider has actively broadened the role and the range of people who access the centre.
- The mix of services and opportunities available including training, leisure and childcare attracts a wider range of users.
- Operational funding support from Knox City Council.

## lessons

- Shortage of storage and office space is a constant issue.
- The centre is responsive to the target market it serves and has repeatedly broadened the range of programs and services available. For example when it first opened its market was 95% women, this has changed as a result of program and facility changes.
- The installation of broadband was essential to keep the centre relevant.
- Vocational training demand has increased which has reduced casual access to computers.
- The growth of the centre is constrained by its premises.



# debbie & abbey

## borgia community recreation centre

**street address** 531 Illawarra Road  
Marrickville NSW

**manager** T 02 9559 7722

**web** www.marrickville.nsw.gov.au



ecologically sustainable design principles, natural air flow, energy efficient heating & community meeting activity rooms

### location

Developed on the site of a disused bowling club, the centre is located in Steel Park on the foreshore of the Cooks River in South Marrickville. It is a stand alone venue accessible from Illawarra Road and the park.

### access

The centre is accessible by bus and train. Pedestrian and bicycle access is available from the Cooks River Foreshore cycleway (the centre has bike racks). The majority of users come by car. The building is deemed accessible under the BCA.

### building elements

This purpose built community recreation centre opened in October 2003. Facilities on the ground floor comprise a multipurpose 3 court sports hall and a café with indoor and outdoor seating for 50. On the first floor there are 8 community meeting activity rooms, 3 of which are subdivided by operable walls. Police and Community Youth Clubs (PCYC) contributed some funds towards air conditioning the 3 rooms, to enable them to run dance parties for young people. Integrated into the building but separate to its operations, are the first Marrickville Scout office and the Australian Air League. The building has been built to incorporate ecologically sustainable design (ESD) principles including large eaves on the north side, insulated wall panels, energy efficient heating and cooling devices and natural air flow to help regulate temperatures.

### capital funding

Capital funding was mainly from Council, with a contribution from the PCYC as part of the management agreement with that organisation.

source	amount	comment
Council	\$1.00m	Council borrowing
	\$3.04m	Council funds (including income from the sale of land on an adjacent block – Warne Place. The Scouts and Air League were previously located on this land before moving into the centre)
	\$950m	The centre is built on the site of a disused bowling club which burnt down. The insurance payment was used to part fund the centre.
Section 94 funding	\$.350m	Used for dedicated car parking for the centre.
PCYC		Contributed to specific fittout items of the centre
total	\$5.40m	

### range of programs and activities

The centre offers recreation, sport and development courses for young people. It is available to all age groups and offers specific programs for disadvantaged youth.

### Learning

- One of the meeting rooms is a dedicated computer room with 12 computers for education and training classes run by TAFE.
- Language and literacy classes are run by Sydney Community College.
- Two days per week a temporary crèche for users of the centre operates in one of the meeting rooms.

### Social care

- On one day per week there is free access to the centre by local disadvantaged youth. This is facilitated by a community committee and a police officer from the PCYC.

Marrickville South Outreach Resource Centre provides programs.

### Recreation and leisure

- Basketball, netball, 5-a-side soccer, volleyball, sports competitions, yoga, dance, karate, bridge, indoor bowls, coaching clinics in sport.
- Community events.
- Exercise for seniors programs.
- School holiday programs.
- Youth dance parties organised by PCYC.

## management

The centre is managed by PCYC under the terms of a private lease for 10 years. PCYC is a large incorporated not for profit organisation. This is a unique partnership arrangement for local government in NSW, in that it offers a long term contract with a high emphasis on social, rather than financial outcomes for Marrickville Council. Under the terms of the lease, PCYC is required to manage a wider variety of activities than are usually associated with PCYC venues.

The lease agreement makes PCYC responsible for all operating expenses for the centre. Council provided PCYC with a start up operational subsidy for the first two years.

Council is responsible for covering all expenses for the external fabric of the building and the landscaping.

The Air League and the Scouts have been given dedicated office space with separate entrances and share access to meeting rooms within the building on a peppercorn lease agreement. The café in the centre is operated independently under the terms of a 5 year lease with Council.

## operational budget

source	approx %
Council start up subsidy	Commercially confident
Hire fees, program fees, grants etc	Commercially confident
Rental income	Café operators 5 year lease with Council Revenue is used to offset Council's costs associated with landscaping and maintaining the external fabric of the building

## critical success factors

- Opportunity created by the demise of the bowling club.
- Design of building incorporates ESD principles and has a high quality finish and fitout.
- Partnership agreement with a not for profit organisation designed to ensure the centre operates without Council subsidy after year 2.
- Integration of social care programs in a mainstream facility reduces stigma and attracts a user group who may not otherwise use the centre.

## lessons

- Having a separate lease for the café could in some instances create operational issues. However the option to manage the café was not taken up by PCYC as they did not see this as their core business.
- Revenue from café rental is applied by Council to cover maintenance costs of the building and landscaping.





# grange community centre

**street address** 260–280 Hogans Road  
Hoppers Crossing VIC

**manager** T 03 8742 8000

**web** <http://home.vicnet.net.au/grangecc>



positioned on a large tract of open space, includes soccer training and competition facilities, fitness track, commercial kitchen.

## location

The centre is situated on a main road in the outer western suburbs of Melbourne. It is located in the City of Wyndham, one of the fastest growing municipalities in Victoria, with Hoppers Crossing being one of the major residential developments for the city.

The centre is positioned on a large tract of open space which borders residential properties, a primary school and a secondary school. The open space is partially developed to include bike/walking paths which connect to the residential properties and the schools. The reserve also includes soccer training and competition facilities and there are plans to construct a playground.

## access

The centre is accessible by bus, on foot and by car. The bus travels to both Hoppers Crossing train station and a transport hub at the Plaza Shopping Centre. Most users come by car or walk, with extensive use made of the pathways between the centre and the residential areas and school. Car parking for around 100 cars is provided. The centre is fully accessible for people with a disability.

## building elements

The centre is a purpose built community centre which commenced operation in July 2005 replacing a portable building which had served the community since 1993. The centre features two kindergarten rooms, two maternal and child health offices, two community meeting and activity rooms, with the capacity for one of the rooms to become two by an operable wall, a large function room, commercial kitchen and clubroom and change facilities for the sole use of a local soccer club. The soccer club was responsible for the fit out of the function room and commercial kitchen.

The kindergarten rooms have dedicated toilets, kitchen and outdoor play facilities. One of the community meetings rooms features a dedicated kitchen and the second (which can become two rooms) has small kitchenette facilities at either end of the room. Outdoor play facilities are available from both community rooms. A new fitness track has also been provided around the reserve. The centre features a 5 metre high 'conundrum' public art piece at the entrance to the centre. The artwork represents the dynamic character of the Wyndham community and its aspiration and desire for progress.

## capital funding

source	amount	comment
State (VIC Government)	\$1m	Funded through the Victorian State Government's Community Support Fund
Developer Contributions	\$500,000	Estimated
City of Wyndham	\$3.22m	
<b>total</b>	<b>\$4.722m</b>	

## range of programs and activities

The centre operates as a programmed venue with spaces for hire. It has a strong focus on the delivery of services and programs for children and families however it is anticipated this will broaden over time. The co-location of a local soccer club at the centre provides opportunities for strong linkages between the programs offered by the centre and those offered by the soccer club. For example, junior soccer clinics are run as part of the vacation care programs that the centre runs.

### Learning

- Training sessions by the Department of Housing
- Western training works
- Drama Academy

### Social care

- Werribee 5 Group self build, Gamblers Anonymous, maternal and child health

### Recreation and leisure

- Before and after school care programs in conjunction with the primary school
- Vacation care programs
- Playgroups
- 3 year old activity groups
- Soccer
- The facility is also hired by groups for a range of activities including children's drama, creative memory classes, Kumon classes and martial arts. There are also several local religious groups who hire the venue for their worship sessions.

## management

The centre is managed by an incorporated community organisation that does not have a lease or license. The community organisation employs a centre co-ordinator for 32 hours per week who is responsible for programming the venue, managing bookings and generally ensuring the smooth operation of the venue. The kindergarten rooms and maternal and child health offices are staffed by Council officers. These rooms are for the exclusive use of Council and are not available for hire. Council officers describe this as a co-tenancy arrangement. The soccer club located at the centre has a long term lease agreement with Council for use of the facilities constructed for their sole use.

## operational budget

operational expenses/revenue	sources
Council subsidy/funded	25%
Hire fees - indoor and outdoor court hire; casual room hire	50%
Program fees	25%
Grants	
Rental income from tenants who are part of the centre	

Council provides \$16,000 per annum for the employment of a Centre Co-ordinator, 2 days per week. They also provide a further subsidy of up to a maximum of \$11,000.

## critical success factors

- The centre provides essential services to the community at a low cost to Council.
- Committed group of volunteers lobbied Council for more services.
- Innovative mix of services and opportunities at the centre include kindergartens, maternal and child health services and soccer.
- Location of the centre next door to both a primary and secondary school provides opportunities for the delivery of before and after school care programs.
- Wyndham City Council undertook extensive planning to identify community needs and engaged closely with the local community to identify what facilities were required and how they should be configured. There is strong ownership of the centre by the community and extensive use by the community from day one.
- Integration of public art into the design of the building at design stage rather than a secondary process afterwards has created something more meaningful for the community.
- The programs at the centre will grow and expand with the changing nature of the community.
- The centre does not permit parties at the venue.

## lessons

- The community meeting room that can be divided into two rooms is fully carpeted. It would have been much more useful for this room to be half carpet and half vinyl.
- Insufficient storage has been provided.

# north sydney community centre

**street address** 220 Miller Street  
North Sydney NSW

**manager** T 02 9922 2299

**web** www.northsydneycentre.com.au



playground, rooftop tennis courts, does not have street frontage, easily accessible on foot and bike, 500m to the train line

## location

The North Sydney Community Centre is immediately adjacent to the North Sydney CBD. The area is mixed use with residential and commercial buildings. The centre is located within a recreation precinct that includes the Stanton library (a main library) with a purpose built heritage centre, rooftop tennis courts, playground and a local park. Also within the precinct is a community health centre, Council Chambers and a regional sports ground with stadium and ovals. There are five private schools within 100m radius of the centre.

## access

The centre does not have street frontage. There is parking on site and the centre is accessible by bus and is easily accessible on foot and by bike. It is 500m to North Sydney Station but the majority of users come by car. The centre attracts a 50/50 split of workers and local residents. The new building complies with the accessibility requirements of the BCA.

## building elements

The North Sydney Community Centre was set up by a group of interested residents in 1972 and initially operated out of the Council's 'meals on wheels' building. The building was added to and modified over the years but recently the centre was in need of an upgrade and did not meet the BCA requirements. In 2004 North Sydney Council committed to building a new centre on the existing site. The new centre has a community hall for functions (but is not suitable for sport) and 4 meeting rooms for hire for programmed events. There is also an arts and craft workshop, out of school care facilities and a semi-commercial kitchen for cooking classes. The new centre retains the existing playground.

## capital funding

source	amount	comment
Council	\$568,393	Council funds
Section 94 funding	\$1.9m	Developer levies
Commonwealth Government	\$0.05m	Stormwater harvesting grant
total	\$2,518,393m	

## range of programs and activities

The centre operates as programmed space offering activities for preschoolers and after school care as well as for workshops and classes for adults.

### Learning

- Cooking classes
- Creative writing
- Evening classes offer 230 different classes per annum
- Weekend workshops

### Recreation and leisure

- Playgroup
- Vacation care and school holiday programs
- Out of school care for 7 to 12 year olds
- Music and movement for pre-schoolers
- Playgroup for children and carers
- Senior citizens programs

### Social care

- 'Families on the move' program for dealing with family breakups
- Mediation for stress reduction
- Assertiveness for 9 to 12 year olds
- Life coaching

### Arts and culture

- Dance and fitness
- Craft includes painting, fabric making, pottery
- Markets
- Creative writing
- Evening classes

## management

The centre is owned by North Sydney Council and managed under a lease agreement by a not for profit incorporated independent association. It is operated by a manager located on site, who reports to a committee. There are part-time and full time staff and volunteers.

Management organises the North Sydney community markets and produce markets which are a primary source of revenue and subsidise the operation of the centre.

## operational budget

operational revenue 2002-3	sources
Council subsidy/funded	10%
Hire fees/child care fees	32%
Program fees/adult classes	26%
Community market 2nd Saturday of each month	10%
Produce market 3rd Saturday of each month	22%

## critical success factors

- This centre has a history of community involvement and committed volunteers.
- Use of markets revenue to offset operating costs.
- Funding capital cost of new building through Section 94 funds.
- Low cost to Council, only 10% of operating costs are incurred by Council.
- Range of programs and activities offered at the centre attracts a wide catchment of workers and residents.
- Co-location of the centre with other community facilities provides convenience to users.
- Central location and shared infrastructure, including parking and playground.

## lessons

- There has been a noticeable drop in the number of young people and male adults involved in creative and self improvement courses. This has been identified by staff as possibly due to an increase in work related stress and time constraints and is indicative of the changing demographic of the area and local workforce.
- There has also been a decline in the number of volunteers at the centre.
- There is no working relationship between the library and the community centre in relation to joint programs and activities. They operate as entirely separate entities despite being in adjacent buildings.



North Sydney Community Centre





## capital funding

Delfin Lend Lease and SA Land Management Corporation dedicated the land for the centre.

source	amount	comment
University of South Australia	\$5.15m	University construction and project management services provided as part of this fund.
Council grant	\$1.5m	Council funded the library including fittout and resources.
State Govt grant	\$1.7m	To fund the library service for Mawson Lakes school children.
SA Department of Education and Children's Services (DECS) grant	\$1.3m	A flexible learning space for community programs. Mawson Lakes Education Service offices, school library office and administration area
total	\$9.65m	



Mawson Centre

## range of programs and activities

The centre has been designed as a learning, cultural and community centre that offers formal and informal learning opportunities as well as providing for venues for hire community programs.

### Learning

- English classes, preschool story time and school holiday programs
- Student use during school hours, university student access 24hrs/7 days
- Science fair, book launches, 'meet the author' sessions, adult learning week, science week
- Advisory and brokerage service for learning

### Business

- Preschool activities in the library, reading club, student resource centre, school holiday programs, seniors programs
- MLES is trialling community programs from the centre
- Conference and training in theatre and meeting rooms as well as small business advisory services and courses.
- Administration offices for the university Vice Chancellor and the principal of the primary school

### Social care

- Health seminars on various topics run by hirers and MLES

### Recreation and leisure

- U3A classes, craft, floristry, dance classes, internet access for learning and leisure, learning lounges
- Arts and crafts and photographic displays and exhibitions as well as arts based holiday programs
- Café accessible to non users of the centre

## management

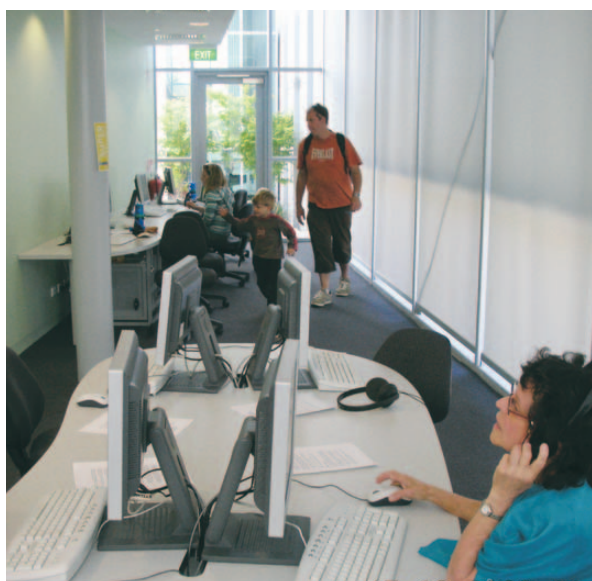
The building management of the centre is the responsibility of the University of SA Services Unit, Campus Facilities Manager. The library and the MLES have managers responsible for their respective areas. There is a detailed joint use agreement with established operational procedures for information technology, library services and the facility use. A board comprising representatives of each of the three stakeholders provides policy guidelines, reviews finances and monitors the administration of the centre to ensure that it is delivering on the original vision.

## operational budget

The centre opened in 2005 and it is still in the establishment phase. The operation of the centre is underwritten by each of the stakeholders in line with the level of capital funding that they put into the project (Council 19%, University of SA 63% and DECS 18%). In addition, the University underwrites Information Technology and security costs. There is a sinking fund for ongoing repairs and renewal of the centre. The café operates under a rental agreement with the University. Staff are employed by their respective agencies.

## critical success factors

- Innovative joint venture partnership with state, local and commercial agencies with a new funding model.
- Commitment to lifelong learning is demonstrated in the flexible, responsive delivery model.
- The centre is designed to service the wider population of the LGA as well as the population of the new development area.
- Non traditional library offers a wider range of services to attract non typical users.
- Flexible use and integration of different users without demarcation within the building.
- The integration of the building into the retail precinct and easy access to residential and commercial areas.
- Co-location of the library, university and schools increases resources available, minimises costs and reduces barriers to access.
- Managed by a board representing the owners within the framework of the Commitment Deeds and Memorandum of Understanding.



Mawson Centre

## lessons

- When working in a joint venture partnership, it is difficult to get agreement on all of the total elements to be included in the final design. Partners need to be prepared to compromise and this requires special negotiating skills on the part of the project team. Conventional building and planning processes and requirements are of limited use in resolving differences in a joint venture partnership.
- New funding arrangements are being developed between education providers and those organisations requiring education services, to overcome the traditional dependence on government funding for educational programs.
- Community learning is available from an increasing number and variety of registered training providers. The centre's philosophy acknowledges that access to information is becoming more controlled by the individual learner in his/her own time.
- The centre addresses changing expectations about the nature of learning - from education for children to lifelong education for all. It also takes children's education beyond the boundary of school grounds.
- The centre provides a broker service to link people to education courses and activities on and off site.
- The inclusion of a sinking fund to ensure sufficient funding for long term repair and renewal of the building. This an important element of facility management as it is often overlooked in the urgency to get buildings constructed.
- University of SA contribution to the construction and building management process.
- Facilities managed by the University of SA (on behalf of the owners). The centre is connected to the campus-wide Building Management System, which provides start/stop scheduling and plant capacity control and diagnosis. It allows for the fine-tuning of systems to achieve maximum performance and energy efficiency.
- Architectural features include flexible spaces, reduced energy consumption (natural light, automatic light switches, accent lighting to increase efficiency and solar water heating) and sustainable water management practices (storage of rainwater for use as ablution water).



# pathways

## learning & leisure centre

**street address** 1 The Corso  
North Lakes QLD

**manager** T 07 3480 9923

**web** [www.pinerivers.qld.gov.au/pathways](http://www.pinerivers.qld.gov.au/pathways)



learning and leisure enterprise state of the art lifestyle library, online books and e-resources  
community master-planned

### location

The Pathways Learning and Leisure Centre is located at the North Lakes Town Centre. North Lakes is an integral part of Brisbane's Northern Growth Corridor (NGC). It is a mixed use, master-planned community where 40% of residents are under 25 years of age. The projected population is 25,000 with a larger catchment of 50,000. The NGC has pockets of high unemployment and residents generally commute to work out of the area.

The Pathways centre is situated opposite a regional shopping precinct. Within 500m of the precinct there is a retirement village, childcare centre and a Council-owned community centre. A broad range of retail, commercial and educational facilities are planned for this precinct.

A new senior secondary school (for Years 11-12) within Pathways has access to the facilities at the centre during the day.

### access

Pathways is accessible by car, public transport (bus), bikeways and on foot. The majority of patrons commute to Pathways by private vehicle. This centre is deemed accessible under the BCA.

### building elements

Pathways Learning and Leisure Centre opened in October 2004 and is a joint venture with the Hornery Institute, Pine Rivers Shire Council, the Queensland State Government and the developer. The primary functions of Pathways have been promoted as a learning and leisure enterprise.

The Learning Centre focuses on upskilling (learning4life programs) and accessibility of information. It has a state-of-the-art 'lifestyle library', which offers online books and e-resources, an automated 24hrs, 7 days collection (books, CDs, DVDs and videos), a complete suite of downloadable software suitable for home or small businesses, fax services, listening posts and touch-screen kiosks which provide a variety of interactive education programs and games for all ages. The library has 27 remote-access computers for public internet access.

Pathways provides two meeting rooms equipped with the latest information, audio-visual technology, and a kitchenette. Each of these rooms can accommodate up to 30 people. For relaxation and informal socialising, there is a living room furnished with contemporary décor, and there are a number of commercial tenancies and a large café at street level.

The Enterprise Centre provides a skills development and Vocational Educational Training (VET) suite designed to offer education, upskilling and employment opportunities. The centre has more than 344m<sup>2</sup> of flexible training space and can be configured to accommodate groups of between 12 and 100 people. It has an office and an interview room, three IT training rooms, two seminar rooms and an e-study centre. The centre is operated by the Council in partnership with the Hornery Institute, with a joint Board of Management comprising an equal number of Council and Hornery Institute representatives.

The Leisure Centre has a multi-purpose sports and recreation court (one court hall), an indoor heated (teaching) pool, a lagoon, an outdoor 25m pool, and a café. It offers joint promotions with other centre-based businesses such as a commercial fitness centre.



## capital funding

source	amount	comment
Council	\$4.00m	Pine Rivers Shire Council
Private Sector	\$3.99m	The developer
State	\$1.00m	Department of Sport and Recreation
	\$2.70m	Education Queensland
	\$0.759m	State Library of Queensland
Other	\$0.85m	Australian National Training Authority
total	\$13.3m	

## range of programs and activities

Pathways opened in late 2004 and programs are still developing in response to demand. Due to the demographics of the area the centre caters mainly to the needs of young families and businesses.

### Upskilling (education)

A major focus of the centre is providing upskilling and education opportunities for the community. The Pathways Enterprise Centre has a Memorandum of Understanding with the Brisbane Institute of TAFE to enable accredited courses, such as Retailing, Business Administration and Information Technology, to be delivered in this centre. Mature Age Pathways Programs have successfully provided upskilling opportunities for mature-aged participants to gain employment and entrepreneurial skills. Learning4life and personal development programs are also offered. Some examples include Weight Watchers, personal budgeting, credit card management, psychology, languages, climate control, diet and exercise.

### Youth programs

Pathways offers a wide range of learning opportunities and activities for children and young adults. Holiday Fun Vacation Program is a structured and fun learning program for 7 to 12 year olds during school holiday periods. Loud @ Pathways Library program is held on the third Friday of each month when the library is specially opened for the young adults (12 to 17 years old). Each month more than 100 young people take part in these activities. This group of young adults formed the Pathways Reference Group advising Pathways Library of items to be included in the youth collection. The initiative has resulted in a number of young adults joining the Volunteers Program. In addition, Pathways has formed a partnership with the local Police Beat to encourage and empower local young adults to take an active role in providing services to the broader Pine Rivers Shire youth community.

### Business community

Pathways supports the creation of a knowledgeable and flexible business community and workforce through a series of programs. These include its monthly Business Forums over breakfast, where guest speakers inform business people on a range of issues relevant to those undertaking business in the Shire. Pathways also hosts a monthly "Ask the Experts" series – a workshop where businesses can acquire knowledge and hands-on skills (e.g. target marketing and website marketing).

### Social care

- In partnership with the Australian Taxation Office, Pathways has offered Tax Help to individuals who earn \$35,000 and less
- The Current Affairs group and the Family History group meet every Thursday at Pathways Library
- The Pine Rivers U3A meets regularly at Pathways
- Book clubs meet regularly at Pathways.

### Recreation and leisure

- Sports coaching, learn to swim, sports competitions
- Arts and craft classes

## management

The Pathways Centre is managed by Council in partnership with the Horney Institute and is operated by a manager on site. The Enterprise Centre operates on a profit basis. There is a 50/50 split in net expenditure and revenue associated with its programs between Council and The Horney Institute.

## operational budget

Approximate operational income sources\*:

operational revenue	sources
Council subsidy/funded	25%
Hire fees from meeting rooms, pool	25%
Program fees	Programs operate on cost neutral basis - costs are covered by fees
Grants	Adjunct care centre – regional partnerships 24hrs, 7 days Dispenser machine – State Library of Queensland Business Service Hub (awaiting approval – regional partnerships) Business Field Officers (awaiting approval – AusIndustry) Succession planning, training and mentoring programs (to be submitted – AusIndustry) Mature Aged Program (Department of Employment and Training QLD)
Rental income from tenants	50% full cost recovery from businesses who rent space from centre including: Kids Coaching, Diada Leisure, Living Waters Massage Therapy and Franky's Café
Other	The Enterprise Centre has a 50/50 split in net expenditure and revenue between Council and The Hornery Institute on its training programs offered at the Enterprise Centre

Based on 2006-2007 anticipated income

## additional facilities and service planned

Pathways Library is the first public library in Australia to allow 24-hour access to the library services of books, CDs and DVDs. Both individually reserved items and general borrowing items are available from the machine.

In 2007, the Pathways precinct expanded to include the North Lakes State College senior school, a new community centre, a Business Services Hub and an adjunct care centre.

The new Business Services Hub linked to the Enterprise Centre provides practical support and encourages home-based businesses to make the transition to commercial premises. It is designed to foster the growth of small business by improving the capacity of small business owners.

In addition, local residents (including a significant number of mature-aged residents) will have the opportunity to learn marketable skills and obtain job search assistance with the aid of Pathways' business networks.

On-site childcare facilities will be available to those accessing the library and Pathways educational programs, as well as to business people in the BSH.

The children will also benefit from educational opportunities through their inclusion in the regular children's programs offered by Pathways, such as storytelling, computer training and a range of other programs.

## critical success factors

- Identifying issues and needs of the community has led to target programs for young people and businesses.
- Strong private, state, and local government partnerships created a variety of capital funding sources for the building. This has also provided ongoing sources of revenue via programs.
- Co-location of the school on the same site and close proximity to other primary and secondary schools and shopping centre.
- Variety of income sources reduces reliance on Council subsidies.

- Pathways Library is the first public library in Australia to allow 24 hour access to the library services of books, CDs and DVDs.
- A new Business Services Hub linked to the Enterprise Centre provides practical support and encourages home-based businesses to make the transition to commercial premises.
- Local residents (including a significant number of mature-aged residents) will have the opportunity to learn marketable skills and obtain job search assistance with the aid of Pathways business networks.
- Business Services Hub enables young adults and high school students to acquire practical business experience through a mentoring project.

- The adjunct care centre with on-site childcare facilities is available to those accessing the library and Pathways educational programs, as well as to business people in the Business Services Hub.

## lessons

- The relationship with The Hornery Institute is a new model. In time it will be interesting to see how the commercial objectives co-exist with the social objectives of the community centre with respect to programs.



# redfern community centre

**street address** 29–53 Hugo Street  
Redfern NSW

**manager** T 02 9288 5713

**web** [www.cityofsydney.nsw.gov.au](http://www.cityofsydney.nsw.gov.au)



employment and training facility, fully sprung dance floor suitable for large forums, dance performances, rehearsals and visual art exhibitions, multi-purpose space suitable for large forums and wet and dry activities, a meeting room with seating for 12, Elders' lounge suitable for small groups and a commercial kitchen suitable for small cooking classes and catering groups.

## location

The centre is located in the centre of Redfern, 5km from the Sydney CBD. Redfern is an area of concentrated disadvantage with 7,000 public housing tenants. 4% of the population is of Aboriginal or Torres Strait origin compared with 1% across the wider Sydney Metropolitan Area.

## access

The centre is accessible by bus and train from Redfern station. The majority of users walk. The centre is deemed accessible under the BCA.

## building elements

Located in a refurbished industrial building (Wilson Brothers) the new multi-purpose community facility was built by South Sydney Council at a cost of \$3.2m and is now owned and managed by City of Sydney Council. The centre opened in October 2004. It features a sound recording studio, employment and training facility, exhibition spaces in the foyer area, performance space, including a fully sprung dance floor suitable for large forums, dance performances, rehearsals and visual art exhibitions, multi-purpose space suitable for large forums and wet and dry activities, a meeting room with seating for 12, Elders' lounge suitable for small groups and a commercial kitchen suitable for small cooking classes and catering groups.

Outdoor there is an amphitheatre and market areas suitable for open air concerts, performances, expo's and markets.

## capital funding

source	amount	comment
South Sydney Council , now City of Sydney Council	\$3.2m	Funded through Council sale of assets
total	\$3.2m	

## range of programs and activities

The centre operates as a programmed venue and provides space for hire. Its program focus is arts, culture, employment and training.

### Target groups

- Designed for all groups in the community, the centre particularly serves the Aboriginal community of Redfern. The centre's programs include after-school activities, a mobile play bus and playgroups, a weekly Aunties' afternoon tea, a youth program, free exercise classes, a community barbeque and market, and employment and training programs.

### Learning

- Supported by YWCA and facilitated by Aunty Beryl Van Oploo, the centre offers hospitality training courses. Also through the Pialla Garang Aboriginal Hospitality and Training Program, participants develop hospitality based skills training.
- Employment programs including 'Lights, Camera, Action' for young Indigenous people offers opportunities to gain acting, TV, film and advertising experience.



### Social care

- Nutrition courses, exercise classes, after school care, vacation care
- Targetting referral, advocacy and counselling, health and legal services for youth
- The Aboriginal Medical Service runs diabetes checks
- EORA College, Tranby, Centrelink and Eastern Suburbs Community College participate in occasional education and training afternoons at the centre

### Arts and culture

- Music, arts and dance programs
- The Elders’ Recording Session is a program for Aunties or Uncles interested in recording a song, singing, playing an instrument or telling a story
- Cultural celebrations, performances and community events, such as Harmony Day, Back to The Block Family Day, Pacific Flava and Reconciliation Day as well as regular community barbecues

### Recreation and leisure

- Recreation and Well Being programs include Tai Chi, pilates and yoga.

## management

The Redfern Community Centre is managed by Council with a manager on site.

## operational budget

Revenue	Sources
Council subsidy/funded	90%
Hire fees	5%
Program fees	5%
Grants	Employment programs
Rental income	Performance space and from exhibition space and sound recording studio hire

## critical success factors

- Well designed re-use of an existing building.
- Well located for its key target market.
- Excellent facilities for art, music and drama.
- Offering employment and training for young unemployed Indigenous youth.
- Outdoor amphitheatre is well utilised for gatherings.
- Incorporation of creative activities with employment, skills development, health and social care services.
- ‘Lights Camera Action’ is a non-profit community service initiated by the City of Sydney and managed in conjunction with Youth Services. The project gives local Indigenous people an opportunity to gain acting and extra work in film and television, and in print media advertising.
- The centre’s management respects Aboriginal cultural interests and structures.
- The centre and the amphitheatre are well used by local residents of Redfern.
- Regular markets offer opportunity for performance, sale of products and revenue for centre.

## lessons

- Due to its location the centre caters largely, but not exclusively, for the Aboriginal community despite its stated aim of being designed for all groups in the community.
- Subsidised and free programs and activities attract people who would otherwise not be able to afford to use a community centre.



Redfern Community Centre

# the j (the junction)

## noosa youth and community centre

**street address** Corner Noosa Drive and Grant Street  
Noosa QLD

**manager** T 07 5455 4455

**web** <http://www.thej.com.au>



With retractable seating, auditorium, lounge and recreational areas, meeting and workshop rooms, café, community radio station, computer lab and tutorial rooms.

### location

The J is centrally located in the Noosa Junction shopping precinct.

The centre is accessible by bus, bicycle and on foot. The centre is fully accessible under the BCA. There is a significant volume of on street parking within the precinct.

### building elements

The J opened in October 2006 and is a result of a partnership between Noosa Council, the Queensland State Government, and the Federal Government. Two anchor tenants are the University of the Sunshine Coast (USC), Satellite Campus, and Noosa Community Radio FM 101.3.

The centre includes a 320-seat auditorium/theatre with retractable seating, lounge and recreational areas, meeting and workshop rooms, café, community radio station and a campus of the USC. The J was named to reflect the centre's location and to indicate a convergence of ideas and generations. The University of the USC campus at Noosa is a self contained technology centre with a computer lab and lecture and tutorial rooms.

### capital funding

source	amount
State Government	\$1.587m
Federal Government	\$1.35m
Noosa Council	\$3.5m
total	\$6.44m

### range of programs and activities

The centre has been designed to target young people by providing an entertainment venue as well as a café and community drop in centre.

#### Arts and culture

- Typical programs planned for the centre include: jazz and world music nights, Battle of the Bands, live theatre, comedy shows, X-Box competitions, dance parties, short film festivals.

#### Recreation and leisure

- DJ and Hip Hop classes
- School Holiday Program
- Drop in centre for youth

#### Education

- Courses offered through the USC include: Visual Design and Communication, and first year studies in Bachelor of Arts, Bachelor of Business and Graduate Diploma of Education.

### management

The centre is managed by Noosa Council, with an Advisory Committee of 10 community members to ensure community involvement and representation. Noosa Community Radio FM101.3 and the University manage their own practises.

## operational budget

Council has committed \$250,000 annually to the centre's operational budget with any shortfall to be made up by revenue generated within the centre. The J has also secured a \$30,000 per annum sponsorship for five years from Cape Bouvard Investments, the developers of Settler's Cove.

Specific details of the leasing arrangements between Noosa Council, FM101.3 and the University were not available.

## critical success factors

- Funding agreement between the State, Federal and Local government minimises the capital cost to Council.
- The unique range of facilities available at the centre to attract and serve the young population of Noosa.
- Acoustic engineers have been employed in the design of the project to overcome any potential noise problems coming from the centre.
- The centre has been branded to appeal to the youth market it is designed to serve.
- The centre complements the existing Noosa Leisure Centre which has a broader target market.
- The integration of the University into a youth and community centre reflects the way in which learning has become a 24 hour-seven day service available when the consumer wants to learn, beyond the formal structure of a University campus.



*The J (the junction) Noosa, QLD*



# tuggeranong

## arts centre

**street address** Corner Reed and Cowlshaw Streets  
Greenway ACT

**manager** T 02 6293 1443

**web** www.tca.asn.au



purpose-built multi-disciplinary arts centre, lakeside park adjacent to residential area, 110 seat theatre, art gallery, dance studio, artists' studios, workshop space

### location

The centre is located on the shores of Lake Tuggeranong, 30 minutes south of Canberra City. The centre overlooks a lakeside park adjacent to a residential area. The only other facilities in close proximity are fast food outlets.

### access

The centre is accessible by bus, on foot and by car. Most users come by car. The centre is deemed accessible under the BCA.

### building elements

Opened in 1998, Tuggeranong Arts Centre is the only purpose-built multi disciplinary arts centre in the ACT. It features a 110 seat theatre, art gallery, dance studio, 3 artist's studios, workshop space and a café brasserie. In 2000, 22% of the building was sold to the Canberra Institute of Technology which operates a 'flexible learning centre' from the space.

### capital funding

source	amount	comment
State	\$2m	Funded through casino premium funding
total	\$2m	

### range of programs and activities

The centre hosts a range of arts activities including performing arts, visual arts, writing and dance. The centre operates as a programmed venue with spaces for hire, focussing on young people, people with mental health problems and the disabled.

#### Arts and culture

- Artists funded by the ACT Arts Regional Arts Fund
  - interchange of 3 local artists
- Fresh funk street dance
- Visual arts programs
- Performing arts programs
- Short film making classes
- Poetry writing classes
- Gallery

#### Social care

- Mental Health Programs promoted by ACT Health
- Creative reading and writing courses
- The Messengers Program - a youth program funded by the Youth Services Program branch of the ACT Government uses an arts-based approach to foster resilience in young people and to manage depression
- Open Arts ACT is a program run by Belconnen Community Services which provides quality art classes for people with a mental illness within a community setting



## management

The centre is managed by Tuggeranong Community Arts Inc under a licence with the ACT Government.

## operational budget

revenue	sources
Hire fees	1%
Program fees	60%
Grants: Departments of Health, Education, Arts	30%
Rental income from sublets i.e. tenants who are part of the centre	5% Café rental
Other	4% sponsorship

## critical success factors

- Use of casino profits to fund the centre
- Mix of arts and education activities offers potential for personal development
- Use of arts programs to assist young people with mental illness
- Co-location with the Canberra Institute of Technology attracts a wider range of users to the centre and centralises specialised equipment
- Diverse sources of operational funding but heavy emphasis in program fees from State and Federal Government
- Use of the café revenue to offset operational costs

## lessons

- The Arts Centre management feels that the Institute of Technology space would be better utilised as program space for the Arts Centre.
- Concerns about management of safety (proximity to the lake) prevents the centre from offering school holiday programs and attracting younger children to the centre.



Tuggeranong Arts Centre



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