

Strategic Framework



For Moreland City Council's

Multi-Use Community Facility at 33 Saxon Street, Brunswick in the Brunswick Civic and Cultural Precinct

Version	Date of Issue	Author	Changes	Agreed in principle	Approved
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1. Introduction and Overview

This document (“the Framework”) sets out Moreland City Council’s principles and priorities as they relate to Council’s multi-use facility at 33 Saxon Street (“the Site”). This Framework is the foundation for Site use and development beyond 2021. It clarifies community needs and opportunities and how they relate to the future of the Site and more broadly to the Civic and Cultural Precinct of Brunswick (“the Precinct”).

This Framework is a flexible and responsive ‘roadmap’ that facilitates innovative responses to key challenges and opportunities. It is expected that Council will consider a Concept Plan in 2018, which will build on the foundations of this Framework and bring together community and stakeholder input, site concept layout, costs and financing opportunities, amongst other elements.

2. Purpose of Strategic Framework

The purpose of this Framework is to:

- Establish Guiding Principles and Strategic Objectives for use and development of the Site and its relationship to the Precinct.
- Describe the preferred uses for the Site and how they may fit together. Describe what types of uses are not suitable for the Site, and why. It will also describe the role of the Site within the Precinct and its relationship to other key community facilities.
- Identify the key strategic opportunities which could facilitate delivery of this Framework.
- Facilitate well-informed and staged decision making about the future of the Site.

This Framework relates to the future of the Site beyond 2021, when the current contract for the innovative and highly successful "Siteworks" initiative expires.

3. Strategic Context

The Site is located within the very heart of the thriving neighbourhood of Brunswick. For 137 years (from 1857 to 1994) the Precinct was the centre of the administration for the former City of Brunswick. In 2017, Moreland City Council has extensive landholdings within the Precinct providing multiple services. In addition, the Precinct has a significant cluster of both faith-based organisations and government landholdings. The strategic context of the Site is synthesised in figure 1 below.

The Site has significant historic, social, spiritual and aesthetic value. The house in the centre of the site was built in 1888 and operated as a Catholic education facility for over 100 years, until purchased by Moreland City Council in 2010. Connecting multiple histories with new uses will be a very important factor in the Site’s future development.

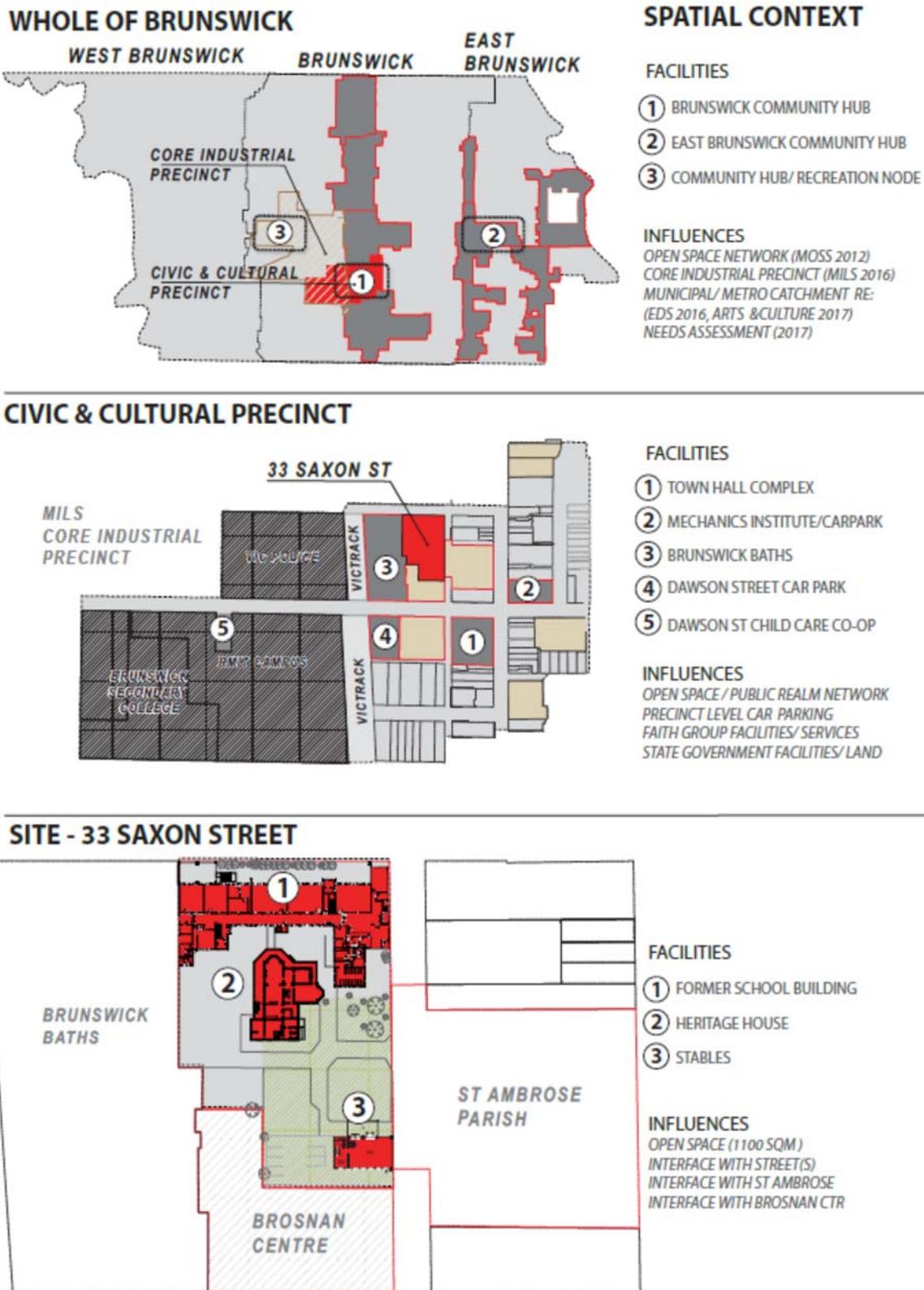


Figure 1: Site Context - Suburb, Precinct & Site

Table 1 below provides a timeline of activities which have occurred since Council purchased the site in 2010, which are described as “pre-seed” and “seed” stages of development. In addition the table summarises Council’s approach on the next set of activities to occur in the “grow” and “harvest” stages, post 2017,

Table 1: Development Stages of the Site Past & Future

STAGE	COUNCIL DECISION / ACTIVITY DESCRIPTION	WHEN
Pre-Seed	<ul style="list-style-type: none"> • Purchase Site • Retain the Site as "community hub" 	2010 2014
Seed	<ul style="list-style-type: none"> • Community Garden on Site • Contract for Site Management Services • Opening of "Siteworks" • Consider 2017 Strategic Framework (this item) 	2015 2016 May 2016 2017
Grow	<ul style="list-style-type: none"> • Investment in minor upgrades to Site & continuation of “Siteworks”. • Community Engagement process • Developing Concept Plan • Engaging Partners and Investors • Developing Cost and Financial Plans • Developing a governance model • Council endorse Plan for the Site 	2017 – 2021*
Harvest	<ul style="list-style-type: none"> • Redevelopment of Site, including: <ul style="list-style-type: none"> ○ Enhancing and expanding Public Open Space ○ Building works to enhance use and sustainability of the buildings ○ Rezoning of Site 	2021* - Subject to future decisions

*Please note that dates and activities beyond 2018 are listed for guidance purposes and the Framework retains the flexibility for activities to be brought forward or pushed back as opportunities arise and circumstances change.

4. Strategic Needs and Opportunities Assessment

Council has undertaken a Strategic Needs and Opportunities assessment to inform development of this Framework, a summary of findings is contained as appendix 1.

Table 2 below summaries the findings of this analysis and describes what use should be considered for delivery at 33 Saxon Street. It must be noted that the exact mix of uses, who is going to deliver them and how they are going to work together is not being considered at this time. However, endorsement of this set of uses will allow examination of all these issues as part of detailed visioning and Concept Plan development.

Table 2: Uses to be considered for Delivery at 33 Saxon Street

Uses Supported for Potential Delivery at 33 Saxon Street	Physical Facility Requirement
General community groups and events Seniors groups Social support groups Playgroups Community learning and engagement Indoor performance and rehearsals Youth groups and programs Indoor fitness (no permanent equipment)	Multipurpose Community Rooms with a mix of small and large rooms that are age and dementia friendly (consider ground floor)
Youth support Clinical / non-clinical consulting Maternal Child Health	Consulting Rooms (consider ground floor)
Facility administration Manage hire of multipurpose rooms	Staff administration rooms, suitable for shared use by multiple organisations (consider first floor)
Public Open Space passive use Children's play Outdoor fitness Outdoor event venue Outdoor exhibitions	Expanded and fit for purpose Public Open Space
Public Toilet	Public Toilet
Creative Industries: Artist in residence Office space Writers studio Film studio Performing arts rehearsal space Professional artists studio	Multipurpose rooms (consider first floor) exact mix to be determined by a future site operator

5. Strategic Intent

In a strongly growing, dense neighbourhood, the Site will become a calming oasis for local residents and an important local community resource offering indoor and outdoor spaces for community gathering and learning and creative industries.

The purpose of the Site is to address contemporary social needs through creative and cultural activities, drawing on the skills and resources of the private and community sectors. Through their physical co-location and common purpose, tenants and users engage with the wider community on important social issues via a diverse range of creative programs, events and cultural activities.

"Creativity has a largely untapped role in delivering wider community solutions to many issues Victoria faces. Education, mental health, physical wellbeing, corrections and community cohesion all do better when our artistic, cultural and creative sectors

are engaged with them. The way in which cultural solutions help to solve social problems is the challenge we set ourselves.”

Creative State Strategy - Victorian State Government 2016-2020.

We intend that the Site provides mutual benefits for tenants, site visitors, the Precinct and the many communities of Moreland. Section 10 below describes a list of benefits expected from Site development and operation.

Council intends to develop fresh ideas and strategic partnerships to address financial viability of both redevelopment and ongoing Site operation. Council intends to focus on good governance and engagement with our community to deliver on this Plan.

An outline vision statement for operation of the Site in 2025 is provided in draft form at Section 8 below. We intend to engage our community and use this as a starting point to developing a detailed vision and concept plan for Council.

6. Site Development Principles

In 2014, Council endorsed five principles of approach for development of 33 Saxon Street. These principles have been applied, with success, over the last three and a half years. In 2017, it is important to refine and reiterate these principles, as we enter the beginning of the “grow stage” of development. The updated principles are:

- i. Development of the Site and the Precinct will take place in a **staged and flexible fashion**.
- ii. Each stage will seek to facilitate **community strengthening** through a **place making** approach (i.e. active engagement and involvement of the local community).
- iii. The Site will be an **open and shared community space** welcoming a **diversity of people and ‘best fit’ complementary uses**.
- iv. Recognising **financial and practical constraints** of the Site, **strategic partnerships and fresh ideas** which align with this Framework will be actively pursued.
- v. The Site will strive to **act as a catalyst** for the wider Precinct - connecting, innovating and sharing **across the Precinct**.

7. Strategic Objectives

Three priority areas have been identified as part of development of this Framework. As we enter the “grow stage” of Site development, Council will pursue the objectives and strategies under each heading.

Strategic Priority Area no.1 – Matching Needs with Opportunities

Background:

The suburb of Brunswick is growing at a rapid pace, the total population growth forecast for wider Brunswick is 22% between 2017-2022 (+12,700 people), and 38% between 2017-2036 (+22,133 people)¹. This growth is generating a diverse range of community needs.

¹ “Wider Brunswick” is defined as the former City of Brunswick – the suburbs of Brunswick, Brunswick West and Brunswick East. These forecasts are based on Council’s forecasting service - <http://forecast.id.com.au/moreland>

33 Saxon Street, and more broadly the Civic and Cultural Precinct of Brunswick, present an opportunity for Council to meet some of these needs.

Council has undertaken a Strategic Needs and Opportunity Assessment for the Site and the Precinct. A copy of the assessment is included as attachments to this Framework, in both short and long form.

Council has endorsed a 'Civic and Cultural Precinct Feasibility Study' in 2014.

Strategic Objective 1

Optimise the Site to ensure it supports uses that best meet the priority community needs identified by the Strategic Community Needs and Opportunities Assessment (Attachment 1) and assist in delivering the draft Vision for the Site (Attachment 2).

Strategies:

- 1.1 Develop a site concept plan, taking into account needs and opportunities, site heritage values, community input and best practical environmental design, for Council review.
- 1.2 Undertake a community and stakeholder engagement process on this Framework and the draft vision for the Site.
- 1.3 Rezone the Site to the most appropriate Zone(s), following endorsement of the Concept Plan.

Strategic Priority Area no. 2 – Viability of Operations and Development

Background:

In 2017, the Site and the Precinct present significant and well used Council assets, but they also present some aging and underutilised Council facilities. In particular 33 Saxon Street and the Brunswick Town Hall complex are underutilised.

There is limited Council funding to redevelop and operate these facilities. Council is asset rich but capital poor. Council has developed a body of work including the Strategic Needs Assessment and Site and Precinct opportunities which can be built upon to deliver the intent of this Framework.

There are a number of potential partnership opportunities, which can be examined further, following endorsement of this Strategic Framework.

Strategic Objective 2

Carefully manage the draw on Council's limited rates-raised budget and develop a viable multi-use facility at the Site, in accordance with this Framework.

Strategies:

- 2.1 Produce a robust financial plan for Council consideration, focusing on non-rates based and external finance to deliver the vision for the Site.
- 2.2 Fund an expanded and enhanced public open space at the Site through the Public Resort and Recreation Land Fund (PRRLF).

2.3 Package together "what is on offer" documents to develop strategic partnerships to develop and operate the Site in accordance with this Framework.
 2.4 Seek to mitigate ongoing operational costs of the Site through income generating uses which complement the vision and strategic intent of Site operation.

Strategic Priority Area no. 3 –Governance & Innovation

Background:

For 137 years, the Precinct provided administration and leadership for the City of Brunswick. In 2017, almost a quarter of a century later, there is an opportunity to explore new forms of governance which can help to:

- Engage our communities, and
- Provide guidance and input into the next chapter in the history of the Site and the Precinct.

Brunswick has a long history of community activism, progressivism and creativity. There is a huge opportunity to positively engage with the community and these values to shape the next chapter of the Site and the Precinct, in partnership with Council. Successful implementation of this Framework – i.e. development and operation of a well-loved and well-used multi-use facility at the Site - requires a fine grain level of governance to assist and inform our Council, the ultimate decision makers.

There is an emerging body of research and action from Australia and the USA that asserts that innovation in technology, arts and other fields, occurs in “precincts” or “innovation districts” – geographical locations that share assets and networks, attract talented people and provide spin off benefits that are greater than the sum of their parts. The value of applying this concept to the Precinct should be further explored.

Strategic Objective 3

Ensure good governance and an engaged leadership group focus on innovation and steward development of the new multi-use community facility at 33 Saxon Street.

Strategies:

3.1 Explore new methods to engage with our communities through activities and innovations which occur on the Site and in the Precinct.

3.2 Explore models of skills-based collaborative governance that may be appropriate to the ongoing development and operation of the Site and the Precinct. This may be in the form of a time-limited Advisory Committee, or other model.

3.3 Publish an annual report on activities on the Site and progress in delivering this Framework.

8. Draft Site Vision

The following draft Vision Statement for 33 Saxon Street imagines a particular vision for the site, as it could be in 2025. There are alternative potential visions. This vision has been assembled based on the needs and opportunity assessment, heritage principles and Strategic Objectives of this Framework and is considered to have the best chance for delivery by 2025.

“33 Saxon Street is both an oasis of calm from the busy-ness of Sydney Road and a hive of cultural and community activity. The Site reflects Brunswick’s values of diversity, harmony, progress and cultural productivity. The Site has grown into a vibrant, open and welcoming place, serving the local community and attracting a diversity of tenants, activities and visitors. The Site acts as an anchor creative space in Brunswick and a catalyst for other creative activity.

The purpose of the Site is to address social needs through creative and cultural solutions, drawing on the skills and resources of the private and community sectors. Through their physical co-location and common purpose, tenants and users engage with the wider community on important social issues via a diverse range of creative programs, events and cultural activities. This common purpose is realised through strong independent governance and oversight, commitment to active programming of spaces, and an ethos of collaboration and participation.

The Site comprises three distinct but intimately related components; actively curated multipurpose community spaces on the ground floor, affordable cultural and creative spaces on the first floor, and high quality public open space immediately adjacent the buildings. Each component benefits from its colocation with the others:

- *Community organisations and events on the ground floor benefit from the creative input of their first floor neighbours, injecting professional expertise and innovative ideas to help address modern social challenges. Community activities spill out into the public open space adding new life to the precinct.*
- *The public open space itself benefits from regular programmed use by tenants and the broader community, connected to the on-site buildings physically via doorways and walkways and functionally through exhibitions, events and casual recreation.*
- *Creative businesses, individuals and organisations benefit from their presence within a thriving cultural and community hub and from their easy access to the indoor and outdoor spaces, enabling them to display their productions and engage their audience.*

Most importantly the many communities of Brunswick gain not only a vibrant new facility that provides much needed space for contemporary community activities, the innovative mix of uses on the Site delivers social change by leveraging Brunswick’s thriving creative scene.

The site has become much more visible and is accessible from Dawson Street, Phoenix Street, Saxon Street and the Brunswick Baths. The site is open seven days a week during daylight hours, and sometimes beyond. There is an on-site property management and community hub leadership service.

The on-site management undertakes the following:

- *Creative curation and programming of the communal spaces.*
- *Community Hub development planning*
- *Rent collection and management*
- *Tenant liaison*
- *Property maintenance*
- *Supplier management*
- *Cultivating community among the tenants and users*
- *Reporting: financial returns and social impact plus operational reports*
- *Provides financial and social KPIs and operational reports*

The on-site property management service report to a resourced and skills-based governance structure which has oversight of strategy and operations, and ultimately, reports to Moreland City Council, and any other significant financial Partner.

On a busy day, up to 100 people are working at the Site, in administration, creative industries, teaching and community work. A “for purpose” café is on site and this provides both social and economic benefits to the Site. As there is very limited parking on site, the vast majority of people who work and visit the Site travel to the Site by walking, bus, tram, train or bike.”

9. Opportunities to Deliver this Framework

The central location of 33 Saxon Street within Brunswick and its excellent travel accessibility make it a good location to fill strategic gaps in community infrastructure provision identified by the Strategic Needs and Opportunities Assessment. Future uses at Saxon Street should complement (and be complemented by) uses elsewhere in the Precinct, especially in Brunswick Town Hall complex.

The site sits in a significant gap area for Public Open Space (POS), located at the centre of a key strategic gap in POS identified by the Moreland Open Space Strategy and this will be a big driver for the site’s future design and development. Judgements regarding the suitability of uses for the buildings on-site must consider their potential for synergy and addressing of an expanded open space, developing complimentary indoor and outdoor spaces. Council has an opportunity to fill a strategic gap in POS while simultaneously adding vibrancy, activity and interest to the Site. The vision for the Site seeks to create and leverage a close relationship between uses in the buildings and use of the POS.

There is a need to create better pedestrian routes to and through the Site, connecting to Phoenix Street to the north and Dawson Street to the south and to better integrate the Site and the Public Open Space to the surrounding streets. There is an opportunity for better service vehicle access to the Site, and to remove the large driveway in the centre of the site, taking into account plant servicing access requirements for the Baths.

There are opportunities to provide better coordination and complementarity between Council and non-Council services and facilities within the Precinct and to optimise public use of facilities through better promotion and coordinated improvement.

The Site can help deliver Economic Development objectives around supporting local business, small business start-ups and local innovation, supporting and building on

the significant existing creative industries in the area which make a critical contribution to the vibrancy and identity of Brunswick.

10. Community Benefits & Measuring Progress

It is anticipated that operation of the Site will provide the following benefits:

- More active and connected community
- Improved financial performance of Council assets
- Increased number of community and cultural events
- Local economic benefits
- Heritage and cultural preservation

Council is actively focused on measuring progress towards success for the Site.

Since 2015, progress on the Site has been measured by eight KPI's. The related review of the "Seed Stage" of operation of the Site contains a review of progress towards the KPI's to 2017. We will continue to track and monitor these KPI's. It is expected, a revised set of KPI's will be presented for Council endorsement. Each year Council will publish an impact and outcomes report for the Site. This will allow us to monitor progress and adjust actions, whilst remaining flexible enough to respond innovatively to opportunities to optimise community benefits.

11. Performance Criteria

Council is not at this point actively seeking tenants or partners for the Site. However, in the spirit of remaining flexible and open to opportunities, the following outline criteria will be generally considered by Council when examining the suitability of a particular partnership opportunity, grant stream or other:

Potential opportunities will be assessed against:

- Ability to actively contribute towards delivery of the draft Site Vision.
- Consistency with the principles and strategic objectives of the Site (as per this Framework).
- Ability of the proposition to enhance site activation and engage with the public
- Degree of potential synergy with and potential for collaboration across the Site and the Precinct.
- Suitability of spaces on site.
- Financial viability of the opportunity over the medium term, when balanced with other opportunities.

12. Community Engagement Framework

The Site is a significant community asset and as such, deep engagement with our community on its future is considered critical to the delivery of this Framework. It is proposed to develop a community engagement framework on the basis of this Framework which integrates the following:

- Seeks community input on the vision, principles and strategic objectives.
- Seeks input from late 2017 and at key stages of site development.

- Seeks to employ innovative methods to ensure robust community engagement.

Glossary of Terms & Definition of Use Types

Term	Definition
Adult Education	Facility-based learning for adults.
Co-location (within facilities)	The accommodation of multiple service providers within a facility, usually without integration of services, but involving shared premises and possibly some administrative or other services.
Community development and engagement	A broad range of social, educational, recreational and support activities delivered to the general public through a community development approach operated from a multipurpose facility. Neighbourhood Houses are the most well-known and widespread provider.
Community Hub	An area where a collection of facilities are within close proximity to each other providing complimentary community services. There may or may not be interaction between these facilities.
Co-worker space	Office space that provides desks for individuals and/or very small businesses, generally with shared equipment and services (e.g. printers and wi-fi).
Governance (of facilities)	The systems, relationships, agreements and other administrative mechanisms that are established to manage occupants' and users' use of a facility.
Indoor fitness (no permanent equipment)	Indoor space able to be used for forms of organised or casual group active physical recreation that do not require permanent equipment (e.g. yoga or boot camp).
Integration (within facilities)	The accommodation of multiple service providers within a facility (as per co-location) but with integration of services to provide a co-ordinated, one-stop-shop approach to service delivery.
Multi Use Facility	A facility providing flexible, functional spaces that support a range of services or activities.
Multipurpose Community Space	A room provided to the community for general purpose use such as meetings, events or indoor recreation. Generally a minimum size large enough to accommodate up to 20 people around a central table, with sufficient space to store tables and chairs when the room is cleared for non-seated activities.
Office space	Space suitable for office-based, clerical or administrative business functions.
Outdoor event venue	Outdoor space able to be used for public events such as markets, performances or large community gatherings.
Outdoor fitness	Outdoor space able to be used for forms of organised or casual group active physical recreation that do not require permanent equipment (e.g. yoga or boot camp).
Place making	The collaborative process of creating, enhancing and managing people focused places that respond to and respect the unique qualities of each location.
Playground	Equipped or unequipped outdoor space primarily intended for play by children under 8 years.
Playgroups	Groups attended by babies, toddlers and preschoolers and their parents or carers. Groups may be arranged and hosted by Council or other service provider (sessional playgroups), arranged but not attended by a service provider, or self-managed by parents.

Public Open Space (passive use)	Outdoor space intended for passive forms of public recreation such as walking, informal physical activity, family/group social activities and relaxing. Not intended for regular active sports use.
Seniors Groups	Any social group primarily participated in by seniors (over 60s)
Toy library	Facility-based lending of toys, games and other children's play equipment. Requires substantial storage and space for play and socialising.
Youth groups	Any social group primarily participated in by young people (typically 12 to 25 years)
Youth Programs	Coordinated educational, social, recreational or other programs delivered to young people by Council or other organisations.

Appendix 1: Draft 2025 Vision for Brunswick Town Hall complex

The following draft Vision Statement for Brunswick Town Hall complex imagines a particular vision, as it could be in 2025. There are alternative potential visions. This vision has been assembled based on the Strategic Needs and Opportunity Assessment, heritage principles and Strategic Objectives of this Framework and is considered to have the best chance for delivery by 2025:

The remodelled and reinvigorated town hall complex has once again become Brunswick's primary civic facility. Wrapped around a contemporary public library and the city's premier gallery, the town hall provides a welcoming, openly accessible and internally integrated public facility that serves the whole community.

The Counihan Gallery, now extended into the space fronting Sydney Road, is highly visible from the street, utilising the large windows for exhibitions. Entering from Sydney Road visitors have direct access to the Gallery, library and citizens service desk. The light filled atrium invites people in to enjoy the indoor open space, a place to sit, eat, read or pass the time. The atrium is the truly shared space connecting ground floor uses together, acting variously as thoroughfare, circulation and spill out space, indoor green/open space, casual or catered lunch spot, ancillary program space, exhibition space, and safety 'pressure relief value' for large events in the hall.

Occupying much of the first floor Moreland City Council, community organisations, and visiting service providers deliver services to the Brunswick community from staff administration areas and consulting rooms. The town hall also provides a home for Brunswick's creative sector, housing writers, artists and small creative groups in the cosy nooks of the historic building's first floor and tower room spaces.

Building on its recent refit and ongoing popularity with the community, the Brunswick Library provides meeting rooms and shared spaces for workshops, talks, makerspaces and other creative community activities, fulfilling its role as a contemporary community library.

Large events take place in the town hall and atrium which are now actively managed by a dedicated building curator. Tasked with optimising community use of the ground floor, and managing occupation of leased spaces on the first floor, the building curator ensures efficient and safe use of the many distinct but complementary uses and users.

An alternative vision for the first floor sees occupation of the former MCEC by a community learning centre instead of Council service staff. The centre, essentially a modern neighbourhood house, delivers programs such as education, community building, life skills and creative arts courses, making use of library resources and the close proximity of the Gallery. The community learning centre provides meeting rooms (or shares rooms with the library) and runs events that use the town hall and kitchen.

July 2017

KEY	
	Compatible use
	Compatible but with restrictions
	Incompatible use or not required

KEY	
✓	minor need
✓✓	major need

PHYSICAL FACILITY REQUIREMENT	USES SUPPORTED	Consider for delivery at:			STRATEGIC COMMUNITY NEEDS ASSESSMENT	
		33 SAXON STREET	BRUNSWICK TOWN HALL COMPLEX	ALTERNATIVE LOCATIONS	Demand identified for the Precinct	
COMMUNITY FACILITIES & SERVICES						
Multipurpose Community Rooms ✓ meets criteria for a 'Community Venue - district' ✓ mix of large and small rooms ✓ large rooms subdivisible ✓ ample, lockable storage throughout ✓ activated through direct programming by on site tenant ✓ age and dementia friendly	General community activities and events	✓ Ground floor	✓ Ground / first floor Replacement for existing unsuitable ground floor meeting room, potentially through an increase in library floor space. Alternative option to create rooms at first floor as part of MCC staff accommodation.	Through remodelling, redevelopment and/or expansion of existing community facilities. Negotiate provision within major private residential developments.	✓✓	Quantity shortfall. Some existing facilities unsuitable.
	Seniors groups				✓✓	Quantity shortfall. Some existing facilities unsuitable.
	Social support groups (seniors)				✓	Future need for suitable facilities.
	Playgroups				✓	Anecdotal unmet demand. Existing facilities unsuitable and underutilised.
	Community development and engagement				✓	Existing facilities unsuitable.
	Indoor performances / rehearsals				✓	Some existing facilities unsuitable.
	Youth groups and programs					not assessed: proposed as additional use for multipurpose community space
	Indoor fitness (no permanent equipment)					not assessed: proposed as additional use for multipurpose community space
Consulting rooms (clinical / non clinical)	Youth support	✓ Ground floor	✓ Ground floor (though increase to library floor space) and/or smaller rooms on first floor (as part of MCC staff accommodation)		✓	Future need for suitable facilities
	MCH (not full time; visiting / outreach only)				✓✓	Quantity shortfall. Some existing facilities unsuitable.
	Other clinical / non-clinical consulting					not assessed: proposed as additional use for consulting rooms
Staff administration (non-MCC) ✓ suitable for shared use by multiple organisations ✓ directly adjacent multipurpose community rooms	Facility administration by tenants and other community organisations	✓ Ground floor	Already provided on first floor	n/a		not assessed: proposed as ancillary use to support multipurpose community rooms and consulting rooms
	Direct delivery of programs through the multipurpose community rooms					
	Manage hire of multipurpose rooms					
Public open space ✓ minimum 1100sqm ✓ option for up to 2000sqm ✓ includes appropriate play space(s)	Public open space (passive use)	✓	✗	Fill localised gaps as per MCC Open Space Strategy	✓✓	Significant travel accessibility shortfall across central Brunswick
	Childrens play					assessed under 'public open space'
	Outdoor fitness					
	Outdoor event venue					not assessed: proposed as additional uses for public open space
Public toilet ✓ use during public events ✓ for users of the public open space ✓ open late into evenings while activity in the precinct (in line with Public Toilet strategy)	Public toilet	✓	Already provided at library and town hall but neither able to open late into evenings.	Fill localised gaps as per MCC Public Toilet Strategy	✓	Travel accessibility shortfall for toilets open late into evening to service the activity centre (as per Public Toilet Strategy)
	Occasional child care for tenants and facility users	! OPTIONAL Ground floor	✗	Best provided through a new purpose built childrens / family services facility, delivered by MCC or private sector	!	Need within Precinct currently adequately provided for with two existing services (Brunswick Baths and Neighbourhood House). Underutilisation of existing facility at Brunswick Baths (licenced for 27 children) but full utilisation of Neighbourhood House facility (13 children). Neighbourhood House facility will require upgrade or relocation in the short to medium term. Expensive option to relocate existing service from Brunswick Baths to Saxon, alternative option to seek means to increase Occ Care utilisation at the Baths.
Occasional child care for general public use	<ul style="list-style-type: none"> Could be provided but at significant cost due to fit out requirements. Expensive relocation of service from Brunswick Baths. 					
Library	Library	✗	✓ Ground floor (Increase to existing floor space)	None identified	✓✓	Quantity shortfall (floorspace) leading to unsuitability of existing libraries for supporting community and creative activities.
4 yr old kindergarten	4 yr old kindergarten	✗	✗	Best provided through a new purpose built childrens / family services facility, delivered by MCC or private sector	✓	Future quantity shortfall (2021)
Long Day Care	Long Day Care	(would require significant redevelopment of site)	✗		✓	Future quantity shortfall (2021)
Maternal & Child Health (dedicated use)	Full time use for MCH	! OPTIONAL Ground floor	! OPTIONAL Ground floor / First floor	Up to 2 new rooms at Victoria St MCH, 1 at Lygon St MCH, or a new purpose built childrens / family services facility. Possible options for provision of MCH through extensions to local child care or kindergarten, site in Albert St Brunswick, or through remodelling of Council owned community centres.	✓✓	Quantity shortfall. Some existing facilities unsuitable.
		<ul style="list-style-type: none"> Critical need for more MCH capacity in Bruswick. Requires minimum 2 consulting rooms and waiting area, adjacent multipurpose room (for family group activities) Full time MCH use would not allow for other uses of consulting rooms 9am to 5pm. 	<ul style="list-style-type: none"> Compatible with ground floor community uses Compatible with ground or first floor community uses Service preference for ground floor Provision of MCH may reduce floor space available for potential library expansion. 			

KEY

Compatible use
Compatible but with restrictions
Incompatible use or not required

KEY

✓ minor need
✓✓ major need

PHYSICAL FACILITY REQUIREMENT	USES SUPPORTED	Consider for delivery at:			STRATEGIC COMMUNITY NEEDS ASSESSMENT
		33 SAXON STREET	BRUNSWICK TOWN HALL COMPLEX	ALTERNATIVE LOCATIONS	Demand identified for the Precinct
CREATIVE: PRESENTATION SPACES					
Theatre (over 200 seats)	Theatre performances (tiered seating)	✗	✗	None identified	✗ Quantity shortfall but not assessed as a priority due to existence of two theatres (200 seats or less)
Theatre (200 seats or less)	Theatre performances (tiered seating)	✗ (would require significant redevelopment of site)	✗	Adequately provided within Brunswick	✗ Possible future quantity shortfall.
Exhibition space (gallery)	Indoor exhibitions	! OPTIONAL Ground / first floor • Either through multipurpose rooms or optional dedicated space to enable display of works by on-site artists.	Already provided (plus potential expansion of Counihan Gallery)	None identified	✓ Additional quantity (floor space) at Counihan Gallery desirable
Indoor performance space (dedicated use)	Indoor performance (non tiered seating)	✗ (performances delivered through multipurpose community rooms only)	Already provided	Fit out improvements to Brunswick Town Hall. Improved coordination and promotion of existing facilities (e.g. Bardin Centre).	✓ Some existing facilities unsuitable and underutilised.
CREATIVE: PRODUCTION SPACES					
Artist in residence	A proportion of the site is suitable for a blended mix of creative uses and tenancies. Exact mix of uses to be informed by a future arts needs analysis and determined by Council in partnership with a suitable site operator)	✓ First floor	✓ First floor	Not assessed	Assessment of the supply of and demand for creative production spaces has required a different approach to the needs assessment of community facilities and services. Refer to the full 'Strategic Needs Assessment Report for 33 Saxon Street & the Civic & Cultural Precinct' for details. Need for and value to the community of accessible and affordable creative production spaces in Moreland has been consistently established and reported through previous studies, consultations, arts strategies and Council's arts and culture program. While there is currently a supply of private production spaces advertised in Brunswick, they are of widely varying price, quality and tenure and are not coordinated in a manner that directly aims to support the Brunswick creative sector. ✓ Council has an endorsed role as both direct provider and as a supporter and facilitator of arts and cultural activities. Council's economic development function also provides support for small business. There is certainly both a ready supply and healthy community appetite for the arts in Moreland, with the focus of activity squarely on Brunswick. 33 Saxon Street provides Council with an opportunity to create affordable, suitable spaces that are designed and managed in a manner that specifically supports the Brunswick creative sector. Through the site, Council could directly support the creative sector in Brunswick and develop an innovative and collaborative public-private sector facility fulfilling both creative and community needs.
Writers studio			✓ First floor		
Office / co-worker space (creative industries)			✓ First floor		
Film studio			✗		
Performing arts rehearsal space			✗		
Professional artist studio (long term)			✗		
Professional artist studio (short term)			✗		
Other creative production uses not listed above			✗		
CIVIC / COMMERCIAL					
MCC staff accommodation	✗	✓ First floor (Increase to existing)	Not assessed	✓ Council reported shortfall in staff accommodation at Coburg Town Hall. High suitability of BTH first floor.	
Office space (not for profit community organisations)	✗	✓ First floor	Not assessed	Needs relating to the supply of and demand for office space for not for profit community organisations were not assessed. This use is primarily proposed as a means for Council to activate the first floor of Brunswick Town Hall while supporting community organisations that are active in Brunswick. There are numerous organisations similar to Hope Street Youth and Family Services who would benefit from reasonable cost office accommodation and a central Brunswick location.	
Public car park	✗	✗	Not assessed	✓ Public carparking provision at Dawson St carpark (c.80 spaces) serves multiple facilities and users in the Precinct, requires active management.	
RESIDENTIAL					
Affordable housing	✗	✗	Not assessed	✓ Widely accepted shortfall in affordable housing across Moreland and metropolitan Melbourne. However, residential development at Saxon Street would not aid delivery of the guiding principles or strategic objectives for the site and would not be compatible with the other uses proposed.	