



northern  
beaches  
council

# Community Centres Strategy

## Action Plan







## Community Centres Strategy - Action Plan

As outlined in the Community Centres Strategy (Draft), the following actions will assist the planning and delivery of a strong community centre service for the Northern Beaches.

This Action Plan will be reviewed annually.

### Strategy 1 – Improve utilisation rates of existing centres

Ensure that facilities are utilised to their optimum potential to meet community needs.

Actions	Timeframe
1.1 Identify opportunities for target groups to utilise the centres, by each Centre.	Short Term
1.2 Develop a technology plan for each Centre, and include in annual operational budgets.	Short Term
1.3 Innovative renewal of existing centres to improve vibrancy and accessibility, included in capital works program.	Short to Long Term

### Strategy 2 - Maximise fair and equitable access to existing centres by discouraging exclusive use of community centres

Develop a management framework that will have fair and equitable booking practices.

Actions	Timeframe
2.1 Implement the new organisational booking system.	Short Term
2.2 Review terms and conditions on an annual basis.	Annually
2.3 Review fees and charges on an annual basis.	Annually

### Strategy 3 – Update the current Community Centres Policy

The new policy will set clear direction and parameters to ensure the centres are meeting the needs of the community now and into the future.

Actions	Timeframe
3.1 Review and update the existing Council Community Centres Policy.	Short Term

**Short Term** = one to two years

**Medium Term** = three to five years

**Long Term** = five years plus

Strategy 4 – Identify the location of a regional community centre within the Local Government Area

Investigate the needs and opportunities for a new regional multipurpose community centre that is centrally located with good access to and from other planning areas.

Actions	Timeframe
4.1 Consider the inclusion of a regional community centre in the Dee Why Town Centre or Brookvale retail precinct, through the Local Environmental Plan and Masterplans.	Long Term

Strategy 5 – Increase the number of district/sub-regional community centres to service the Northern Beaches

If utilisation rates at neighbourhood centres are unable to increase due to location and facility limitations, consider disposal of centres to fund the required larger district/sub-regional community centres.

Actions	Timeframe
5.1 Identify opportunities for the development of new district/sub-regional multipurpose community centres in central locations.	Short Term
5.2 Develop Masterplans for new district/sub-regional centres in Brookvale, Forestville, Frenchs Forest, Mona Vale and Manly.	Medium to Long Term

Strategy 6 – Develop a community centre marketing strategy

Increase community understanding of Council community facilities through the development of a consistent marketing strategy for all centres.

Actions	Timeframe
6.1 Develop and implement a marketing strategy for all centres.	Short Term

Strategy 7 – Create inviting, accessible and welcoming community centres

Develop a plan to upgrade and refurbish centres to create inviting, welcoming functional spaces that reflect the community.

Actions	Timeframe
7.1 Development of minimum design standards for community centres.	Short Term
7.2 Develop a program of works for the refurbishment of community centres.	Short Term
7.3 Develop a long-term asset management plan for community centres.	Short Term
7.4 Implement recommendations for each community centre in Council's portfolio (see Attachment 1)	Short to Long Term

Strategy 8 – Investigate management models for non-Council managed and/or owned facilities to maximise floor space available to the community

Actions	Timeframe
8.1 Develop standard leases for community groups in Council owned buildings, including a minimum standard for broad community access, and implement as leases are reviewed over time.	Short to Medium Term
8.2 Initiate discussions with lessees in Council owned buildings to identify opportunities for improved community access.	Short to Medium Term
8.3 Continue to work with the Department of Education on joint use opportunities for school halls and facilities.	Ongoing
8.4 Identify suitable facilities owned privately for opportunities for community access. e.g. Church halls.	Short to Medium Term



Identified actions for existing Community Centres

Council has 41 community centres in its portfolio with the draft Strategy focusing on 37, as detailed in the list below. The four excluded from the study are two surf club pavilions (part of a separate study), Creative Space (this space is managed by the Arts & Culture team for exhibitions and studio space only), and Collaroy Plateau Progress Hall (is not a multi-use centre, with a preschool the only hirer).

These actions below should be read in conjunction with the Strategic Directions for each planning area in the Community Centres Strategy (draft). This will provide a complete picture of future directions and actions in each area across the Northern Beaches. These actions were developed in consultation with internal and external stakeholders.



ID	Community Centre	Actions
Brookvale - Dee Why Planning Area		
CC3	Beacon Hill War Memorial Hall	<p><b>Short Term:</b> Major refurbishment to address maintenance and accessibility upgrades (currently underway, to be completed by late 2019).</p> <p><b>Medium to Long Term:</b> Undertake a masterplan for the site to look at opportunities for redevelopment to increase space, especially for indoor sport hall demand, incorporating storage for sports groups, amenities and scout hall.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC5	Brookvale Community Centre	<p><b>Short Term:</b> Undertake investigation for a replacement facility as part of the Brookvale Precinct Master Plan.</p> <p><b>Short to Medium Term:</b> Maintain facility and transfer/sale of asset once replacement facility is provided for.</p> <p><b>Medium to Long Term:</b> Replacement facility in more central location.</p>
CC6	Collaroy Plateau Youth & Community Centre	<p><b>Short to Medium Term:</b> Minor maintenance to address roof repairs to upstairs hall (completed in October 2019).</p> <p><b>Medium Term:</b> Upgrade upstairs hall, address accessibility, landscaping and exterior improvements needed.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC7	Collaroy Swim Club Community Centre	<p><b>Short Term:</b> General maintenance as required.</p> <p><b>Medium to Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC8	Cromer Community Centre	<p><b>Short to Medium Term:</b> Refurbishments to address modernisation, minor maintenance and access issues. Upgrade courtyard bathrooms and accessibility.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network and promote as district/community centre.</p>
CC9	Curl Curl Sports Centre	<p><b>Short Term:</b> Upgrades to windows to improve airflow and cooling. Targeted marketing and promotion to increase utilisation.</p> <p><b>Short to Medium Term:</b> Refurbishment to address maintenance issues.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>

ID	Community Centre	Actions
CC10	Curl Curl Youth & Community Centre	<p><b>Short Term:</b> Lighting upgrade completed in October 2019. General maintenance and improvements as required.</p> <p><b>Medium to Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC15	Griffith Park Sports Facility	<p><b>Short to Medium Term:</b> Targeted marketing and promotion to increase utilisation.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC16	Harbord Literary Institute	<p><b>Short and Medium Term:</b> Playground upgrade, soft fall replacement and drainage to be addressed. Investigate heating and cooling.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC23	Narraweena Community Centre	<p><b>Short to Medium Term:</b> Modernisation of the building exteriors and landscaping.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC27	North Curl Curl Community Centre	<p><b>Short Term:</b> Improvements to facility as per the Concept Plan for North Curl Curl Community Centre 2016. Design for the skate park is occurring in 2019/20 financial year.</p> <p><b>Medium Term:</b> Investigate the feasibility of extending or reconfiguring the building to enable multiple groups to use the building, and to cater for the growing demand for community space (as per the Concept Plan for North Curl Curl Community Centre 2016). Increase accessibility to the building, parking and toilet facilities. External accessible toilets are also required for reserve user groups (Community Garden and Nursery volunteers, skate park and other reserve users.) Parking upgrade is essential for all user groups at this well utilised site.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network and promote as a district/sub-regional community centre.</p>
CC35	Tramshed Arts & Community Centre	<p><b>Short and Medium Term:</b> Maintain centre as part of the Community Centres Network. Investigate storage improvements.</p> <p><b>Long Term:</b> Council to consider building a second storey on top of the Tramshed hall section, with accessibility via the existing lift to Lakeview Hall.</p>

ID	Community Centre	Actions
Frenchs Forest Planning Area		
CC4	Belrose Community Centre	<p><b>Short to Medium Term:</b> Look at opportunities to undertake refurbishment internally to increase space, improve storage, and improve internal and external appearance.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC12	Forest Community Arts Centre	<p><b>Short to Medium Term:</b> Internal and external modernisation and improvement of whole building, including signage upgrade. Internal office reconfiguration to be completed in October 2019. Investigate window installation in the hallway side of the office.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC13	Forestville Memorial Hall & Senior Citizens Centre	<p><b>Short Term:</b> Minor refurbishments to address maintenance issues and modernisation.</p> <p><b>Medium Term:</b> Investigate opportunities to upgrade and improve the utilisation of the Forestville Memorial Hall and Seniors Centre through a masterplan to create a multipurpose district facility. The investigation to look at options for additional space in the current facility to be more flexible and expand the space.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network and promote as district/sub-regional community centre. Explore concept for this site to be redeveloped as a major integrated community hub.</p>
CC14	Forestville Community Centre	<p><b>Short Term:</b> General maintenance as required.</p> <p><b>Medium Term:</b> Investigate the integration of the three community buildings (including the former Guide Hall and current Scout Hall) on the site and increase usage by improving external connections and synergies with the activities undertaken on the site.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC17	Lionel Watts Sports & Community Centre	<p><b>Short and Medium Term:</b> Targeted marketing and promotion to increase utilisation and improve storage. Kitchen upgrade.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>



ID	Community Centre	Actions
Frenchs Forest Planning Area Continued		
CC29	Oxford Falls Peace Park	<p><b>Short Term:</b> Targeted marketing and promotion to increase utilisation during weekdays.</p> <p><b>Medium Term:</b> Address bush toilet, upgrade facilities, storage and access.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC36	YOYO's - Forest Youth Centre	<p><b>Short to Medium Term:</b> Maintain until transfer/sale of asset if replacement facility is provided in new Frenchs Forest Town Centre redevelopment.</p> <p><b>Long Term:</b> Replacement facility in a new multipurpose centre located in Frenchs Forest Town Centre as part of the Community Centre network.</p>
Manly Planning Area		
CC1	Allambie Heights Public Hall	<p><b>Short to Medium Term:</b> Upgrade bathroom facilities, address accessibility, playground upgrade required. Improve lighting for better visibility and access at night.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC18	Manly Library Ground Floor Meeting Room	<p><b>Short to Medium Term:</b> Minor renovations required, improve storage and address outdoor night lighting.</p> <p><b>Long Term:</b> Use the space for library programming and activities once a district/sub-regional multipurpose centre located in central Manly is developed as part of the Community Centre network.</p>
CC19	Manly Seniors Centre	<p><b>Short Term:</b> Continue with minor upgrades, kitchen upgrade essential.</p> <p><b>Medium to Long Term:</b> Bathroom and accessibility upgrades. Further investigate parking issues and future use of the unused land beside the centre to the north.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC20	Manly Vale Community Centre	<p><b>Short to Medium Term:</b> Access and modernisation improvements around kitchens, bathrooms and outdoor space between the two halls.</p> <p><b>Long Term:</b> Maintain centre as part of the Community Centres network.</p>

ID	Community Centre	Actions
Manly Planning Area Continued		
CC21	Manly Youth Centre	<p><b>Short Term:</b> Major renovation to increase usage (currently underway, to be finished late in 2019).</p> <p><b>Medium to Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC26	North Balgowlah Community Centre	<p><b>Short Term:</b> Undertake minor refurbishment to address current maintenance issues and modernisation. Playground and bathroom improvements.</p> <p><b>Medium to Long Term:</b> Consider consolidation with Seaforth Community Centre (CC31) due to site unsuitability. It is surrounded by close neighbours restricting the use of the halls and has limited parking in close proximity. If remaining in Community Centre network, upgrade the playground, toilets and access.</p>
CC30	Seaforth Community & Sporting Pavilion	<p><b>Short Term:</b> Targeted marketing and promotion to increase utilisation, address acoustic issue.</p> <p><b>Medium to Long Term:</b> Maintain centre as part of the Community Centres network.</p>
CC31	Seaforth Community Centre	<p><b>Short Term:</b> Undertake minor refurbishment to address current maintenance issues. Kitchen, vinyl flooring and bathroom upgrade completed in 2019. Address heating of the hall.</p> <p><b>Medium to Long Term:</b> Undertake investigation into its potential to create a multipurpose district facility. The investigation to look at options for the current facility to be more flexible with expanded space, see North Balgowlah Community Centre (CC26). Major upgrade required.</p> <p>Maintain centre as part of the Community Centres network.</p>
CC32	Seaforth Village Community Centre	<p><b>Short Term:</b> Targeted marketing and promotion to increase utilisation, investigate innovative uses.</p> <p><b>Medium to Long Term:</b> Maintain centre as part of the Community Centres network.</p>

ID	Community Centre	Actions
Mona Vale Planning Area		
CC2	Avalon Recreation Centre	<b>Short to Medium Term:</b> Improve acoustics, storage and update exhibition and other equipment. <b>Long Term:</b> Maintain centre as part of Community Centres network.
CC11	Elanora Heights Community Centre	<b>Short to Medium Term:</b> Minor refurbishment to address the lack of storage and other issues for multi-use needs. Look at opportunities in the centre to increase space to include additional rooms e.g. staff room for pre-school. Bathroom and access upgrades. <b>Long Term:</b> Maintain centre as part of Community Centres network.
CC22	Mona Vale Memorial Hall	<b>Short Term:</b> Refurbishment of internal layout to maximise use of former council chambers, install air-conditioning, improve signage and increase storage. Planning has commenced in 2019/20 financial year. <b>Medium Term:</b> Undertake a master plan of the precinct to explore opportunities to develop facility as a district/sub-regional cultural and community hub in conjunction with the proposed Mona Vale Arts Space and Mona Vale Library. <b>Long Term:</b> Maintain centre as part of the Community Centres Network and investigate opportunities for upgrade to a district/sub-regional community centre.
CC24	Nelson Heather Centre	<b>Short Term:</b> Planned replacement with the new district Warriewood Valley Community Centre on same site. Staff will work with the user groups to relocate them to alternate centres during the building of the new Warriewood Valley Community Centre. <b>Medium to Long Term:</b> New facility to be a multipurpose community hub within the Community Centre network.
CC25	Newport Community Centre	<b>Short and Medium Term:</b> When childcare lease expires in 2023, refit the large office area to a meeting room space to meet the current and future needs of the community. Address storage requirements for the multi-use hirers at this centre. <b>Long Term:</b> Maintain centre as part of the Community Centres network.

ID	Community Centre	Actions
Mona Vale Planning Area Continued		
CC28	North Narrabeen Community & Tennis Centre	<b>Short to Medium Term:</b> Modernise and upgrade hall and toilets (Stage removed and new storage added to the Main Hall in 2019.) Address sound and acoustics between the halls. Work with the Community Kindergarten on a kitchen upgrade of the Middle Hall. Investigate storage improvements for the Kindergarten's 'pack away' requirements that will benefit all user groups. <b>Long Term:</b> Maintain centre as part of the Community Centres network.
CC33	Ted Blackwood Youth & Community Centre	<b>Short and Medium Term:</b> Upgrade toilets, kitchen, storage and stage area. <b>Long Term:</b> Maintain centre as part of the Community Centres network.
Terrey Hills Planning Area		
CC34	Terrey Hills Community Centre	<b>Short to Medium Term:</b> Look at opportunities to increase utilisation of centre. Toilets, kitchen and meeting room upgrade. <b>Long Term:</b> Maintain centre as part of the Community Centres network.









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