Community
Infrastructure Strategy

2012-2031

For further information
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As at 24 November 2015

Disclaimer
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Contents

Executive summary

The Moreton Bay Region has a diverse network of community infrastructure – from modern libraries with training facilities to the mobile library that services many communities, country halls to large community centres, art galleries and workshop spaces, small theatre practice spaces and the performing arts centre, museums that showcase our rich rural and coastal history and youth centres overflowing with activity. Supporting communities through the delivery of community facilities and programs makes our region more connected and vibrant.

The region is projected to grow by around 150,000 residents by 2031. This growth will be accommodated in both conventional residential neighbourhoods and in new ways for the region, through mixed use development and next generation neighbourhoods. This form of growth challenges Council to find new ways to provide community facilities and programs required by our future residents in these new and established communities.

This response to growth in our region drives the outcomes of the Community Infrastructure Strategy. The Strategy identifies Council's vision and principles to benchmark the delivery of community infrastructure to 2031.

The Strategy has three main elements:

- Council's vision and principles for community infrastructure provision;
- opportunities for Council to respond to user needs;
- a framework for Strategy delivery;
- an action program to achieve Council's vision for community infrastructure

Council's vision for community infrastructure in the region is informed by the targets set by the community in the Moreton Bay Region Community Plan 2011-2021. This vision guides the development of appropriate desired standards of service that are responsive to user needs.

In responding to user needs, the desired standards of service are used to assess the quality of existing community facilities and identify actions to manage growth in line with the desired standards.

This analysis assists in defining the programs, capital works, acquisitions and land use planning initiatives that provide the framework for delivery of the Community Infrastructure Strategy.

The Community Infrastructure Strategy is one of a suite of infrastructure strategies developed by Council to help deliver better places to live, work and play. The Strategy is the first step in planning for community infrastructure. It will provide a strategic context for the future provisions of community infrastructure across the region.

Introduction

What is community infrastructure?

Community infrastructure refers to the:

"…community facilities, services and networks which help individuals, families, groups and communities meet their social needs, maximise their potential for development and enhance community wellbeing. They include:

- *universal facilities and services such as education, training, health, open space, recreation and sport, safety and emergency services, religious, arts and cultural facilities and community meeting places*

- *lifecycle-targeted facilities and services, such as those for children, young people and older people*

- *targeted facilities and services for groups with special needs, such as families, people with a disability and Indigenous and culturally diverse people."*

Source: Queensland Government, SEQ Regional Plan 2005-2026, Implementation Guideline No.5, Social infrastructure planning.

Community infrastructure is made up of more than just buildings. Community infrastructure includes the provision of land, the development of programs, land use initiatives, policy objectives and capital works programs associated with the development of a comprehensive community facilities network.

Facility types

Existing community facilities in the Moreton Bay Region have developed in response to community needs over time. These facilities have differing landscape settings, tenures, functions and classifications and the network is held in both public and private ownership.

For this Strategy, the scope of community facilities is limited to those provided or facilitated by Council. In total, the Moreton Bay Region community infrastructure network consists of over 200 Council owned or managed facilities.

Council provided community facilities include:

- Community centres and halls;
- Libraries;
- Art galleries/development spaces;
- Cultural/performance spaces;
- Museums/heritage spaces;
- Showgrounds;
- Visitor information centres;
- Caravan parks;
- Youth centres;
- Cemeteries;
- Community commercial spaces;
- Waste management facilities;
- Community group infrastructure.

A detailed description of each facility type is included in Appendix A. Council plays a major role in providing these facilities, or leasing the land on which many of these facilities are located. The facilities themselves are generally funded through Council's capital works program.

Some of the many Community Centres in the Moreton Bay Region
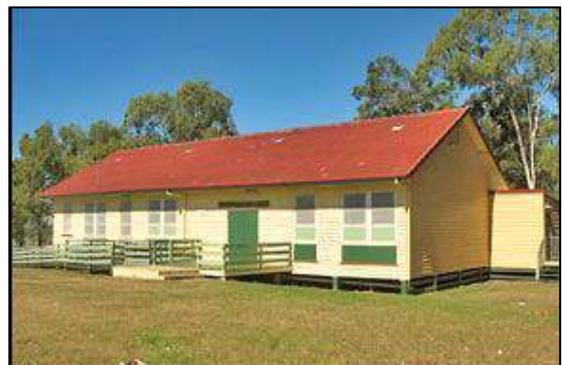
What is a Community Infrastructure Strategy and what can it deliver?

The Community Infrastructure Strategy is a strategic planning tool used by Council to guide and manage the future provision of community facilities. The Strategy provides a list of actions that will deliver an integrated community infrastructure network.

The Community Infrastructure Strategy seeks to:

- deliver the targets in the Moreton Bay Region Community Plan 2011-2021;

- align with the new Moreton Bay Regional Council's Planning Scheme to ensure community infrastructure is a key element of future planning;

- identify land acquisitions and facilities;

- identify surplus and out-of-date facilities;

- identify strategies, plans and policies for community infrastructure controlled by Council;

- identify new and improved community infrastructure requirements for community facilities;

- enhance the existing community infrastructure in the region by identifying potential for co-location;

- improve opportunities for individuals, families, groups and communities to meet their community needs;

- provide increased opportunities for cultural experiences;

- identify desired standards of service that provide a practical framework for asset management;

- identify opportunities for collaboration with other Council programs and with external stakeholders;

- respond to changes in the demographics of our communities; and

- ensure responsible financial planning and management of community infrastructure.

Why is a Community Infrastructure Strategy important?

The Community Infrastructure Strategy is the primary driver for Council to plan, design and deliver community infrastructure solutions across the region. The Strategy recommends the delivery of infrastructure, programs and policy to meet user needs until 2031.

Community infrastructure planning sits within a broad policy framework. The Community Infrastructure Strategy implements a range of State and Local Government policies and legislation. The primary driver for the preparation of the Strategy is the Moreton Bay Region Community Plan. The Community Plan was developed in 2011 and was prepared in partnership with community groups, businesses, state agencies and local residents. The Community Plan identifies a number of community outcomes, themes and targets which community infrastructure can help to deliver.

Council's policy framework

Policy	Outcomes	Strategies

Community Plan

- Creating opportunities
- Strengthening communities
- Valuing lifestyle → **Community Infrastructure Strategy**
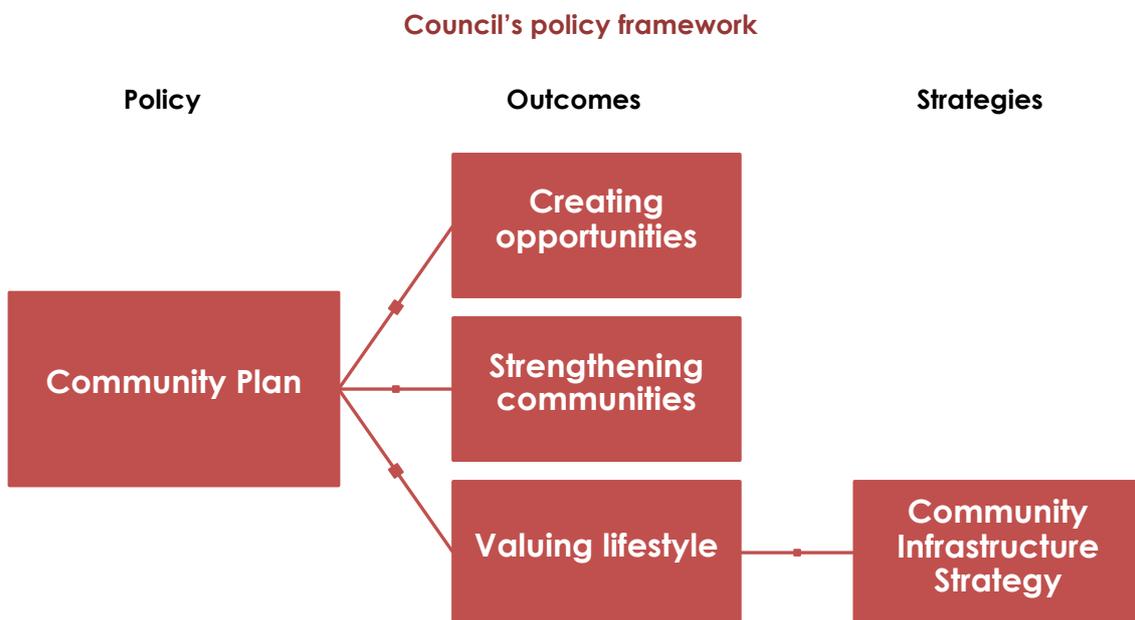
Theme: Quality recreation and cultural opportunities

Target 5:	Target 29:
Improve regional planning and development outcomes	*Increase the number of people participating in events and cultural activities*

MBRC Community Plan 2011-2021

Preparation of the Community Infrastructure Strategy

The Community Infrastructure Strategy has three main elements. First, Council's vision and principles for community infrastructure in the region have been identified, based on the Community Plan.

Second, the existing and future community infrastructure network has been examined through regional and catchment profiling to identify opportunities for Council to respond to growth and the needs of users.

Finally, a framework for delivery has been determined - identifying and prioritising the land acquisitions, facilities and programs to achieve Council's vision.

Pine Rivers Heritage Museum

Bribie Island Seaside Museum
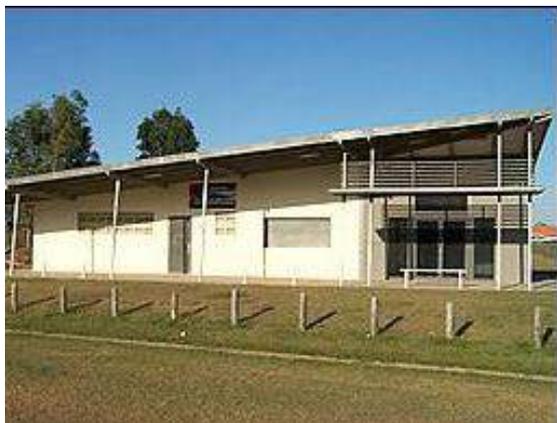
Sandstone Point Sports and Community Complex

Strategic Vision

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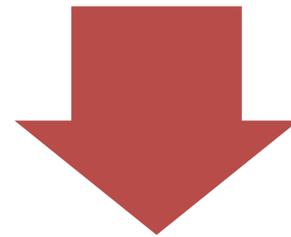
Responding to User Needs
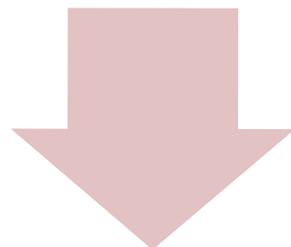
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A Framework for Delivery

Our vision

'Moreton Bay Region has a diverse network of community infrastructure that brings people together, provides a focus for communities and is integral to a vibrant, creative, healthy and strong community.'

Principles

Principles for the planning and design of the Moreton Bay Region's community infrastructure network provide a framework to guide existing and future development of facilities and programs. Applying these principles will assist in delivering Council's vision for the network.

Equity and opportunity

Community infrastructure will support the needs of all demographic groups within the community (e.g. an aging population, Indigenous, multicultural, youth) and will provide facilities and opportunities for these groups.

Community infrastructure will also be responsive to changing demographics and community needs through flexible, adaptable, multipurpose and multifunctional facilities.

Accessibility

Access to facilities will be inclusive and for all abilities, including access by foot and by bicycle as well as public transport connecting facilities to the wider community. The community infrastructure network will be connected with other facilities and integrated with adjacent and compatible land uses, transport networks and services.

Safety

Community infrastructure will be designed and located to provide a safe and secure environment. Crime prevention through environmental design principles will be used to guide the planning and design of community infrastructure.

Facilities will encourage a range of activities throughout the day and evening to promote the activation of space.

Redcliffe Museum

Investment in community infrastructure is:

"…essential for the health, wellbeing and economic prosperity of communities. It plays an important part in bringing people together, developing social capital, maintaining quality of life and developing the skills and resilience essential to strong communities."

Source: Queensland Government, SEQ Regional Plan 2005-2026, Implementation Guideline No.5, Social infrastructure planning

Regional profile

The people of the Moreton Bay Region

The Moreton Bay Region stretches from the Hills District in the south to Woodford in the north. From as far west as Mount Glorious, to the shores of Moreton Bay. The region covers over 2,000 square kilometres and has an estimated resident population of 390,000 people (2011).

The Moreton Bay Region accounts for 19% of the population of greater Brisbane and is the third largest by population and third fastest growing local government area in Australia (2011).

Region summary

- The Moreton Bay Region covers approximately 2,000 square kilometres.

- The region's population is approximately 390,000 people.

- The region is expected to grow by an additional 150,000 people by 2031.

Population and jobs growth

The Moreton Bay Region has experienced rapid and sustained growth in population and jobs since the 1950's. Information on population and jobs gives us valuable insight about the residents in the region and how their lifestyle may be changing. This helps Council make informed decisions about policy and investment to intervene and influence the future direction for the region.

Until the year 2000, annual growth in both population and jobs tracked at a similar rate. Since 2000 job growth within the region has slowed, at the same time population growth has accelerated. 44% of all working Moreton Bay residents now commute outside our region to work. This number is likely to double if the trend in jobs growth continues to 2031, a trend not encouraged by Council. Achieving a better balance is crucial to meeting the lifestyle aspirations of the region's residents and the economic outcomes sought by the business community.

This has implications on the lifestyle of our residents and all forms of infrastructure. As our residents spend more time travelling outside the region for work they have less social time. This can lead to a cycle of highs and lows on demand for infrastructure such as roads, community facilities and parks. These types of facilities can become very busy in peak periods.

Age and households

When compared to other local government areas within a similar distance to the Brisbane CBD (i.e. Logan and Ipswich), the Moreton Bay Region shows some unique trends in age distribution. The region has a very low number of people aged between 17 and 35, most likely because some young adults migrate away to take up social, educational and career opportunities elsewhere. We also see a lower number of infants below the age of 5.

From about 35 onwards, people tend to migrate into the region. These new residents, aged between 35 and 45, are commonly second or third home buyers, upgrading their homes from lower cost suburbs on the urban fringe or other local government areas like Logan and Ipswich. The majority of these new residents have families with children aged from 7 to 17. Consistent with trends across the greater Brisbane area they choose to live in single detached dwellings, particularly in the former Pine and Caboolture local government areas.

Although single detached dwellings make up the bulk of housing stock, the Redcliffe Peninsula provides the region with higher density living options and a greater diversity of housing choice than similar local governments.

The conclusions drawn from the age profile are supported by household distribution in the region. Over 70% of our residents are part of either two parent families or they share a house with another adult. Both of these groups tend to have more disposable income than singles and single parent families, which is why housing prices are generally higher than equivalent local governments on the greater Brisbane fringe.

The age and household structure tells Council that youth and family services should become target areas for the Council when providing for community infrastructure and programs.
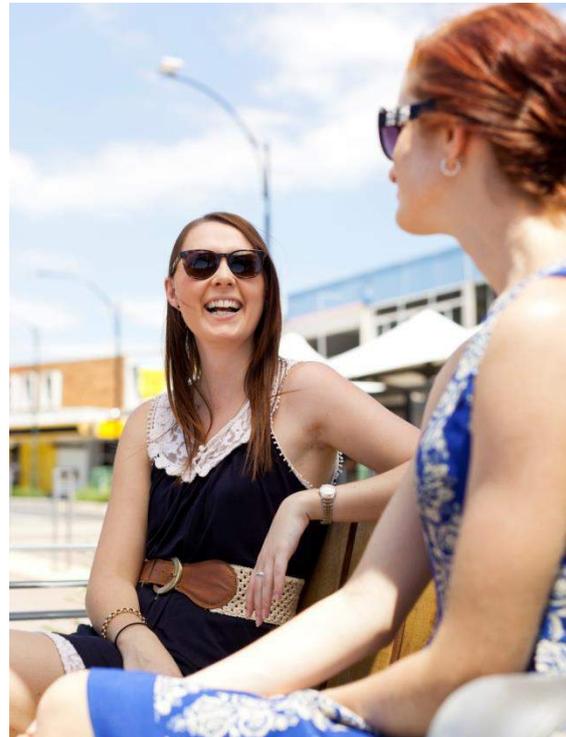
Responding to change

Council's intent to achieve greater levels of job self-containment, accommodate significant population growth and respond to a changing age profile is addressed in Council's Strategic Framework. The Strategic Framework states how Council intends to intervene and respond to growth and changing community trends. This document is a key consideration in the development of the Community Infrastructure Strategy.

A key component of the Strategic Framework is place types – the different locations where we work, live and play. The place types are a future land use model which establishes the specific planning and design outcomes expected in a variety of locations throughout the region.

The Strategic Framework outlines the following key land use strategies to address regional trends:

- The bulk of new residential development will be accommodated within next generation neighbourhoods each containing greater levels of services and facilities.

- The development of urban places adjoining activity centres and transport nodes which are intended to accommodate medium density residential development, increased urban business and employment opportunities.

- The development of vibrant and attractive activity centres providing a broader range of services, facilities, business and employment opportunities, centrally located within the transport network and easily accessible by residents in existing and new neighbourhoods.

- The development of major places for enterprise and employment alongside the major transport corridors that provide alternative employment destinations for residents of the region.

These land use strategies drive the outcomes of the Community Infrastructure Strategy and Council's investment and initiatives in developing places where business and private investment can prosper. Council's strategy to deliver higher densities around activity centres and transport networks will change the region's profile by providing a diversity of housing choice to the market and encouraging the 17-35's to return. Higher densities will provide opportunities for our residents to 'age in place' in locations that have good access to transport options and community facilities tailored to their needs.

Moreton Bay Regional Council

Planning Scheme

Key issues for the region's community infrastructure network

Key challenges for community infrastructure planning in the Moreton Bay Region are similar to those facing Queensland's South East Region (SEQ). The key challenges and ways to address these challenges in the SEQ Regional Plan that are relevant to the Moreton Bay Region include:

- ensuring that existing community infrastructure has the capacity to respond to the diverse and changing community needs of the growing population;
- gaining access to and providing community infrastructure in rural and urban fringe areas; and
- gaining maximum benefit and resource efficiencies through new models of community infrastructure development and provision.

To address these challenges, Moreton Bay Regional Council will:

- provide community infrastructure in a timely, efficient, coordinated and integrated way;
- ensure community infrastructure is accessible through the integration of land use and infrastructure planning;
- ensure new developments include the timely provision of community infrastructure;
- secure additional space and retain, redevelop and retrofit existing community infrastructure in established urban areas to address changing community needs; and
- provide additional and accessible community infrastructure in urban-fringe developments, rural areas and urban areas of social disadvantage

Caboolture Historical Village

Responding to user needs

Caboolture Hub

Future directions

To meet the requirements of a growing community, Council has developed this Strategy based around existing and future user needs. This approach not only recognises the growth of the population but identifies and understands the varying needs and preferences of the community.

This information allows Council to better plan the type, location, function and quantity of community facilities required to service those needs.

Catchment profiles

To understand current and future community infrastructure requirements, a detailed plan for community facility provision is being developed. These plans consider a series of local, district and regional catchments.

Catchments provide a reference area which assists Council in planning community facility provision and expenditure to the year 2031. The resident profile, population estimates and desired standards of service tell us what facilities we will need in each catchment to 2031.

The catchment profiling provides the basis for Council's capital works and land acquisition programs. These programs support a network of community facilities designed to meet user needs.

Opportunities for meeting user needs

Well-designed, relevant and functional community facilities are required for individuals, families, groups and communities to fulfil their social needs. These facilities must respond to the needs of the intended users.

Council is responding to the community's needs by providing better community facilities using the following themes:

A. **Well located and accessible facilities** – Population in the Moreton Bay Region is focused around key activity centres. Community hubs and centralised services will provide enhanced meeting places for all residents.

B. **Multipurpose and adaptable facilities** – Existing community facilities are ageing and may not provide for current and future community needs. Existing and new community infrastructure will be designed to respond to the changing needs of the population.

C. **Diverse facilities** – Population growth, employment opportunities and a changing population age profile require a diverse range of facilities to meet the needs of all residents. Council will ensure existing and future facilities meet the needs of this diverse population.

D. **Well managed facilities** – Community facilities are provided by Council, the State Government and private organisations. Council will work with these alternative community providers through new models of collaboration to ensure efficient management of community infrastructure development and provision.

Responding to these opportunities will include a combination of:

- Co-locating facilities in activity centres with good access to public transport.
- Reviewing the existing network and improving facilities.
- Providing new facilities where there is increased demand.
- Working with other community organisations.

Well located and accessible facilities

Old Petrie Town

Community hubs

The Moreton Bay Region covers over 2,000 square kilometres, which makes it challenging to provide facilities close to all residents. Historically, community facilities have developed in an unstructured manner, with smaller neighbourhood and local level facilities dispersed throughout the community.

With the Strategic Framework focusing population growth around key activity centres and transport corridors, it is appropriate to minimise investment in smaller community facilities and provide co-located services in community hubs.

Place types

Local and district centres are the heart of the community and are dispersed among residential areas to provide a focus for neighbourhoods. Local and district level community infrastructure will be provided in these centres with good access and visibility to enhance their function as community hubs.

| Local | District | Regional |
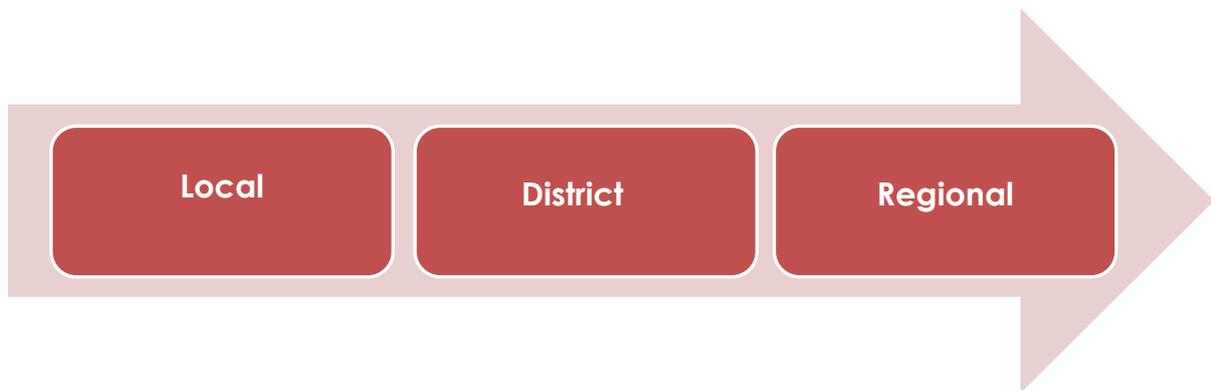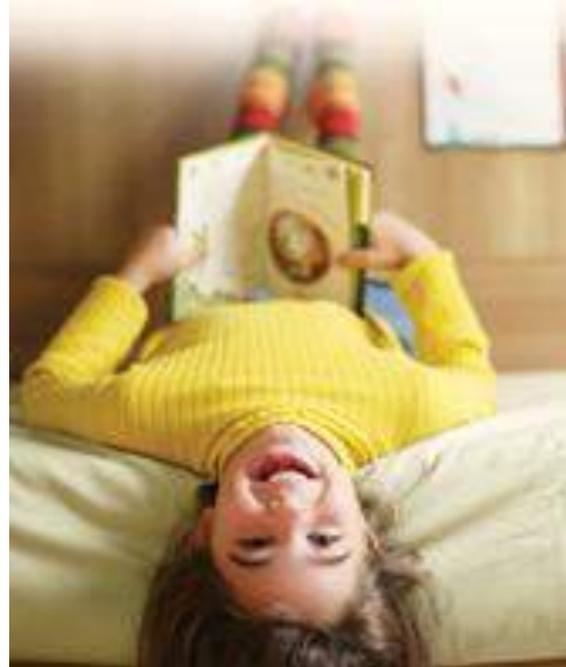
Dayboro Community Hall - Local community facility located within the Dayboro Rural Township place type

Kallangur Community Hall - District community centre located within the Kallangur Activity Centre place type

Redcliffe Cultural Centre - Regional Hub facility located within Redcliffe – a key regional activity centre

Open space connections

A number of existing community facilities are co-located with areas of park and open space. Co-locating these facilities enables a mix of activities to be accommodated and helps to activate both the community facility and the open space area.

Co-locating community facilities and civic spaces in activity centres delivers safe, functional and well used community hubs that will deliver cultural, recreational, economic and learning opportunities.

This design principle will be embraced with new community facilities to be integrated with open space.

Pedestrian/cyclist and public transport connections

Many existing community facilities have restricted pedestrian connections and may be located in areas not easily accessed by public transport. In conjunction with Council's Transport Strategies, existing community facilities will be reviewed to ensure adequate access is achieved and all new facilities will be located in highly accessible locations.

We will:

1.1 Develop an integrated network of district and regional community infrastructure in centralised hubs.

1.2 Ensure all new facilities are well-located within Activity Centres and Local Centres, adjacent to areas of open space and public transport.

1.3 Investigate co-location of facilities within key Activity Centre upgrades, such as North Lakes, Redcliffe, Strathpine and Caboolture.

1.4 Ensure community infrastructure is accessible for pedestrians, cyclists and by public transport.

Multipurpose and adaptable facilities

Caboolture Hub

Changing community needs

The Moreton Bay Region is changing and our community facilities will need to change with us. Some existing infrastructure was built for a single purpose or for a particular group and is not well used.

These facilities will be reviewed and the needs of existing and new user groups identified. Existing facilities will be adapted where necessary, to increase the number of groups who can use the facility and deliver equity across the region.

Multipurpose facilities

The community's investment in new infrastructure such as libraries and meeting halls is significant. To make the most of this investment Council wants to ensure as many user groups as possible can be accommodated within the one facility.

The design and construction of new, upgraded and refurbished facilities will make provision for the variety of community based groups likely to use a facility.

Spaces will be adaptable, secure storage will be provided and the needs of the community considered in the design of all facilities.

We will:

2.1   Complete a comprehensive audit of existing facilities.

2.2   Ensure community facilities are of a high standard to meet demand.

2.3   Ensure dedicated use facilities are available to the general community where possible.

2.4   Ensure current and future community trends are responded to.

2.5   Undertake an analysis of the changing demographics and the impact of this on community infrastructure needs.

Diverse facilities

Bribie Island Community Arts
Centre, Banksia Beach

A changing population

Population growth, employment opportunities and a changing age profile, require diverse community facilities to meet the needs of all residents.

We know that an even distribution of people in every age group is a sign of a healthy community. The desire for people of all ages to reside and stay in our community is often motivated by the ability of Council's facilities to meet their individual needs.

A growing youth population increases the need for youth centres and other facilities that standard community halls and libraries don't provide.

The loss of young adults to tertiary education and job opportunities outside the Moreton Bay Region highlights an opportunity to develop strategies around education and job creation aimed at retaining young adults within the region.

Council will ensure existing and future facilities meet the needs of this diverse population.

Emerging trends

Trends ebb and flow. Existing and future facilities will need to consider emerging trends, such as men's sheds that provide facilities to work on a variety of projects such as furniture restoration.

Council will investigate these trends to determine the need for facilities. Council will investigate alternative options to providing infrastructure, always considering the adaptability and diversity of the space over time.

We will:

3.1   Provide facilities for all people based on a demographic analysis and the needs of the community.

3.2   Investigate emerging trends and accommodate for these within existing and new facilities.

Well managed facilities

Caboolture Library

Partnerships

There are many community facilities not owned by Council such as State Government and privately owned facilities that provide real benefit to the community. Rather than duplicating these facilities, Council will work with all community facility providers to ensure that community needs are addressed. This may involve partnering with State Government and private organisations to allow for general community uses of private facilities, alternative management arrangements and the promotion of all facilities through Council.

An example of an effective partnership was the Pathways multi-purpose facility at North Lakes. This development project combined the resources of Moreton Bay Regional Council, private developers and several State Government departments.

We will:

4.1 Partner with State Government and private community organisations.

4.2 Ensure that all community facilities are considered in the overall community infrastructure provision.

4.3 Consider innovative funding methods to provide community facilities with the private sector.

Framework for delivery

Woorim, Bribie Island

Detailed catchment planning

Delivering our vision and responding to the needs in the region is the primary objective of this Strategy.

Delivery of the Strategy will be achieved through detailed planning of the region's current and future community facilities. These detailed plans will outline the future infrastructure needs for the next 20 years.

A series of programs with measurable targets and an ongoing monitoring and review schedule will help develop the community infrastructure network and adapt as times change.

The outcomes of this Strategy and future programs will ultimately inform Council's Integrated Regional Infrastructure Strategy (iRIS), capital works program, Planning Scheme and Priority Infrastructure Plan and other infrastructure network strategies currently in development.

Leadership and governance

Moreton Bay Regional Council will advocate as policy the findings of this Strategy. Council will champion the vision of achieving desired community infrastructure outcomes and will work to achieve the goals and targets expressed within the Strategy. Council will establish a cross departmental committee to implement and monitor the Strategy and action plan and ensure that the action plan is updated on an annual basis.

The design and delivery of projects needs to be reflective of the Strategy and principles that define the needs of the community. Council's design process will ensure that cost effective outcomes are established to address these user needs. This will include the establishment of a multidisciplinary design review panel that seek to ensure all needs have been considered throughout the process including project scoping, planning, concept design and detailed design. The design review panel may include external agencies where collaboration on joint projects is undertaken, such as with various State Government departments.

Council will capacity build within its corporate structure to facilitate quality planning and design outcomes that are reflective of the vision and respond to the needs of the community.

We will:

5.1 Adopt as Council policy the Moreton Bay Regional Council Community Infrastructure Strategy.
5.2 Assign responsibility for implementation of the Strategy within the organisation.
5.3 Establish cross departmental processes to ensure effective implementation of the Strategy.

iRIS and Council's capital works program

Moreton Bay Regional Council performs a leading role in coordinating the delivery of infrastructure for existing and new communities throughout the region. To do this more efficiently, we are preparing an integrated approach to infrastructure network planning.

The Integrated Regional Infrastructure Strategy, or 'iRIS', will combine Council's infrastructure priorities with the priorities of other infrastructure providers in the region, such as Unitywater and Energex. iRIS will coordinate the planning, design and construction process for all infrastructure networks. This will assist Council in

prioritising infrastructure projects based on a quadruple bottom line assessment that stimulates economic development, is socially equitable, environmentally robust and has a governance framework based on excellence and value for money.

The Community Infrastructure Strategy will inform the preparation of iRIS by identifying land acquisitions and new facilities required to meet changing community needs and determining when and how these facilities will be provided.

The outcomes of iRIS will guide Council's capital works program for the next 20 years.
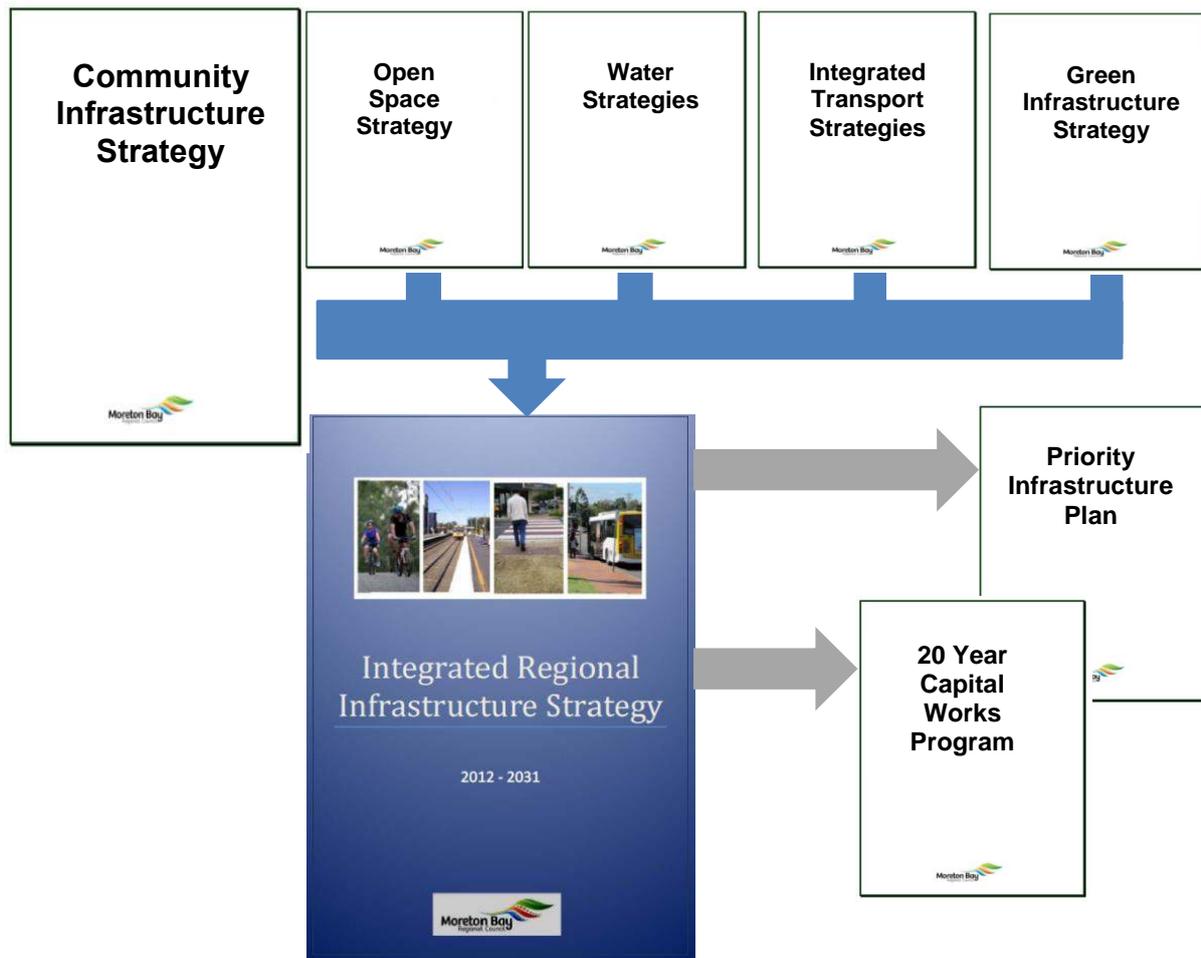
Moreton Bay Region Planning Scheme

Moreton Bay Regional Council is planning for the future with work now underway on a new regional planning scheme. The new Moreton Bay Planning Scheme will help to respond to growth and development across the region. Council has released the Strategic Framework which provides a vision and strategy for the region and will form part of the new Planning Scheme.

The Community Infrastructure Strategy will inform the development of the Planning Scheme, which will include design and accessibility standards for community facilities in new developments, such as where the facilities should be located and requirements for improved public transport, pedestrian and cyclist access.

Priority Infrastructure Plan

The Community Infrastructure Strategy will also inform the development of a Priority infrastructure Plan (PIP). The PIP seeks to integrate land use and infrastructure planning by encouraging growth in areas where infrastructure exists or can be provided efficiently. This Strategy will inform the PIP by determining future core requirements based on population growth and estimating the capital cost to provide this future infrastructure.

Council's Integrated Regional Infrastructure Strategy (iRIS) provides a prioritised list of all trunk infrastructure requirements included in the Priority Infrastructure Program (PIP) based on capacity needs for our developing region.

Programs

A range of programs will be undertaken, bringing together policy direction and planning contained in this Strategy. These programs build on the current policies and programs undertaken by Council and direct future priorities in community infrastructure planning and management.

The primary short term program for community infrastructure involves the preparation of the Community Facilities Plan, to be completed 2015/16, which will provide detailed guidance for mid-term and long term programs into the future.

Funding options

Council will work collaboratively with the public and private sector and will explore partnerships with all levels of government, the private sector and the community to meet the region's community infrastructure needs.

A range of funding mechanisms to assist the delivery of community infrastructure will be considered, including existing and future infrastructure agreements, public private partnerships, Commonwealth and State Governments grants and subsidies, general revenue and community donations.

Redcliffe library

Targets and goals

Moreton Bay Regional Council is working towards improving the provision and management of community infrastructure in the region. While Council is not the only provider of community infrastructure, we play a significant role in both provision and advocating for provision of facilities by the State Government and the private sector.

To meet the goals of this Strategy, Council has set a series of targets to be achieved.

The Community Facilities Plan will provide a complete set of targets and goals for community infrastructure for the next 20 years.

Short term to medium term selective key targets - 0-4 years

- Prepare and endorse a Community Facilities Plan outlining the future infrastructure needs for community facilities across the region.
- Complete a demographic study of the region
- Complete an audit of Council owned, State owned and private community facilities
- Complete an audit of facilities dedicated to the use of one group
- Identify land acquisitions for new facilities
- Draft improved community infrastructure standards
- Ensure Council's asset maintenance, renewals and leasing program is consistent with the Plan

Long term selective key targets – 5-10 years

- Construct required community facilities
- Implement alternate funding options
- Open dedicated use facilities to the general public
- Provide co-located facilities in community hubs
- Provide facilities that meet set standards of design and access
- Partner with State Government and private community providers

Monitoring and review

To ensure we continue to meet the vision and actions proposed in this Strategy, evaluation and monitoring will be undertaken. This will allow Council to continually monitor its progress, be responsive to legislative change and remain current.

A review process will be undertaken prior to the completion of the Community Facilities Plan, when a detailed community facility audit is completed.

Following the completion of the Community Facilities Plan, regular monitoring of the strategy will be completed to ensure Council remains on track to achieve set targets and goals. Council will continuously improve the planning, funding and provision of community infrastructure and follow current best practice where feasible at all times

Review	
Strategy Review (5 Yearly)	Works program review (annually)

Monitor
Monitor and refine strategy outputs as subsequent detailed programs are undertaken to meet user needs
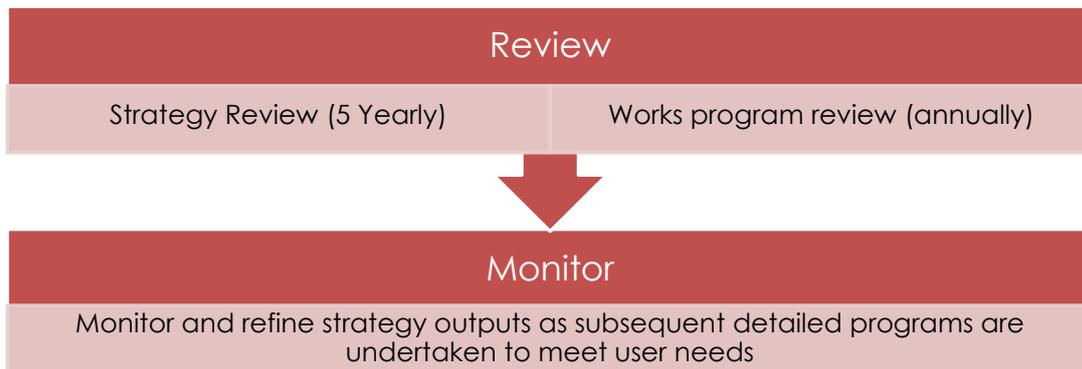
Appendix A

Facility types
Community Infrastructure Strategy 2012-2031

Moreton Bay
Regional Council

Facility types

The Moreton Bay Region is provided with a wide range of community facilities. Council manages many of these facilities to provide spaces for community members to meet and pursue their needs and aspirations.

Community centres and halls

These are general community use facilities that provide meeting spaces, social, educational and recreational activities, health and/or support services and information. District community centres generally cater for more than 150 people, while local community centres cater for 50 to 150 people. There are a number of small neighbourhood community centres that cater for less than 50 people.

Mount Pleasant Community Hall

There are 43 district and local community centres and 18 neighbourhood community centres across the region.

Libraries

Libraries offer access to both text and online resources for learning. Libraries can incorporate meeting spaces and areas for study.

Caboolture Library

Council manages 14 libraries across the region.

Art galleries/development spaces

These facilities provide exhibition space and may offer educational programs as well as meeting and workshop space for artists.

Redcliffe City Gallery

There are 8 Council provided art galleries across the region.

Cultural/performance spaces

These facilities provide a space for arts rehearsal and performance, ranging from small playhouses to large multi-purpose performance centres supporting a wide range of performing arts (from plays to operas and eisteddfods). Cultural/performance spaces may include arts workshop spaces.

Redcliffe Cultural Centre

There are 3 Council provided cultural/performance spaces across the region.

Museums/heritage spaces

These are buildings, places or institutions devoted to the acquisition, conservation, study, exhibition and educational interpretation of objects with scientific, historical or artistic value.

Pine Rivers Heritage Museum

There are 8 Council provided museums across the region.

Showgrounds

These are large open spaces primarily used for outdoor commercial or community events that include agricultural, horticulture or industrial shows, exhibitions, carnivals, fairs, fetes or cultural purposes.

Caboolture Showgrounds

There are 5 Council provided showgrounds across the region.

Visitor information centres

These are facilities that provide local knowledge and information for visitors and residents. These facilities often act as a booking and information distribution centre for the regions tourism industry.

Bribie Island Visitor Information Centre

Council provides 6 visitor information centres across the region.

Caravan parks

These facilities provide for short and long term low cost accommodation for residents and visitors, supplementing the tourism industry within the Moreton Bay Region.

Donnybrook Caravan Park

Council provides 6 caravan parks across the region.

Youth centres

These are community centres specialising in meeting the needs of young people. The facility usually houses a youth worker or program co-ordinator to deliver on-site and outreach youth programs and services.

Council provides 2 youth centres across the region.

Cemeteries

These are premises used for the interment of bodies or ashes after death.

Samsonvale Cemetery

Council manages 9 cemeteries across the region.

Community commercial spaces

These facilities provide a colocation of work, learning and business centres. These spaces are designed to generate a community oriented approach to business, aimed at improving productivity and services for the community.

Caboolture Hub

Council provides 2 community commercial spaces across the region.

Waste management facilities

These facilities are locations that provide waste storage and processing services including landfill sites and transfer stations.

Moreton Bay kerbside collection truck

Council manages 4 major and 9 minor waste management facilities across the region.

Community group infrastructure

These facilities are dedication the use of one particular club or community group providing for a variety of uses. This type also includes facilities that provide essential services to the community.

Appendix B
Program action plan
Community Infrastructure Strategy 2012-2031

Moreton Bay
Regional Council

Program action plan

The program action plan identifies a prioritised list of projects that Council will undertake to deliver the community infrastructure vision for the region. The program action plan is Council's direct response in meeting the strategic objectives identified in the Strategy's themes for meeting user needs. This response includes defining the actions, purpose and the timing, responsibility and status of achieving those actions.

Timeframes

Short term - 1-2 year time frame
Medium term – 3-4 year time frame
Long term – 5+ year time frame

Definitions

CES – Community and Environmental Services Division
DSS – Desired Standards of Service
ECM – Engineering, Construction and Maintenance Division
MBRC – Moreton Bay Regional Council
SPD - Strategic Planning and Development Division

Well located and accessible facilities					
Actions		**Purpose**	**Timeframe**	**Responsibility**	**Status**
1.1	**Develop an integrated network of district and regional community infrastructure in centralised hubs**				
1.1.1	Investigate potential in existing network to co-locate facilities	To ensure the development of an integrated network of district and regional community infrastructure in centralised hubs.	Short term	SPD	Not yet commenced
1.1.2	Review growth patterns and assess potential hub locations	To ensure the development of an integrated network of district and regional community infrastructure in centralised hubs.	Medium term	SPD	Not yet commenced
1.2	**Ensure all new facilities are well-located within Activity Centres and Local Centres, adjacent to areas of open space and public transport**				
1.2.1	Assess the location of existing and new facilities in terms of place types, open space connectivity and public transport access	To ensure all new facilities are well-located within Activity Centres and Local Centres, adjacent to areas of open space and public transport.	Short term	SPD	Not yet commenced
1.2.2	Inform the Moreton Bay Planning Scheme land use and code provisions	To provide advice on the development of the new Planning Scheme and Scheme updates as they relate to community infrastructure provision.	Short term	SPD	Ongoing
1.2.3	Provide advice on development assessment applications involving community infrastructure	To provide advice on development applications relating to community infrastructure provision.	Short term	SPD	Ongoing
1.3	**Investigate co-location of facilities within key Activity Centre upgrades, such as North Lakes, Redcliffe, Strathpine and Caboolture**				
1.3.1	Work with Major Projects and Master Planning	Council will include the recommendations of the Strategy in the master planning program for activity centres, to ensure co-location of facilities in key development areas.	Short term	SPD	Ongoing
1.4	**Ensure community infrastructure is accessible for pedestrians, cyclists and by public transport**				
1.4.1	Prepare desired standards of service suitable for the region	The DSS for the whole network establishes Council's planning and design intent for the range of facility types across the region. The DSS will reinforce a range of facility types and will include provisions to integrate design outcomes with the place types in which they are located.	Short term	SPD with advice from ECM, CES	Complete
1.4.2	Review access to existing facilities by road, public transport, pathway, bicycle and walking	To ensure community infrastructure is accessible.	Short term	SPD with advice from ECM, CES	Not yet commenced
1.4.3	Review disabled access to all facilities	To ensure community infrastructure is accessible.	Short term	SPD with advice from ECM, CES	Not yet commenced
1.4.4	Inform the Moreton Bay Planning Scheme land use and code provisions	To provide advice on the development of the new Planning Scheme and Scheme updates as they relate to community infrastructure provision.	Short term	SPD	Ongoing

		Purpose	Timeframe	Responsibility	Status
1.4.5	Provide advice on development assessment applications involving community infrastructure	To provide advice on development applications relating to community infrastructure provision.	Short term	SPD	Ongoing

Multipurpose and adaptable facilities					
Actions		**Purpose**	**Timeframe**	**Responsibility**	**Status**
2.1	**Complete a comprehensive audit of existing facilities**				
2.1.1	Audit all Council owned community facilities	A complete audit will determine current facility standard, capacity, ability to meet the needs of residents and how they might be improved.	Short term	SPD with advice from ECM, CES	Not yet commenced
2.1.2	Identify surplus and out of date facilities	To ensure community facilities are of a high standard to meet demand.	Short term	SPD, ECM, CES	Ongoing
2.2	**Ensure community facilities are of a high standard to meet demand**				
2.2.1	Prepare desired standards of service suitable for the region	The DSS for the whole network establishes Council's planning and design intent for the range of facility types across the region. The DSS will reinforce a range of facility types and will include provisions to integrate design outcomes with the place types in which they are located.	Short term	SPD with advice from ECM, CES	Complete
2.2.2	Inform Council's asset maintenance and renewals program	To ensure community facilities are of a high standard to meet demand.	Short term	SPD, ECM, CES	Ongoing
2.3	**Ensure dedicated use facilities are available to the general community where possible**				
2.3.1	Review Council facilities dedicated to the use of one group and determine what is required to open the facility to the general public	To ensure dedicated use facilities are available to the general community where possible.	Short term	SPD with advice from ECM, CES	Not yet commenced
2.4	**Ensure current and future community trends are responded to**				
2.4.1	Undertake a demographic study of the region to anticipate future trends for community infrastructure provision	The report will consider the impact of major demographic trends on the provision and design of community infrastructure in the region. The report will inform future community infrastructure projects.	Short term	SPD	Not yet commenced
2.5	**Undertake an analysis of the changing demographics and the impact of this on community infrastructure needs**				
2.5.1	Undertake a demographic study of the region to anticipate future trends for community infrastructure provision	The report will consider the impact of major demographic trends on the provision and design of community infrastructure in the region. The report will inform future community infrastructure projects.	Short term	SPD	Not yet commenced

Diverse facilities					
Actions		**Purpose**	**Timeframe**	**Responsibility**	**Status**
3.1	**Provide facilities for all people based on a demographic analysis and the needs of the community (see Appendix C)**				
3.2	**Investigate emerging trends and accommodate for these within existing and new facilities.**				
3.2.1	Investigate the need for additional community infrastructure to address emerging trends, such as men's sheds	To investigate emerging trends and accommodate for these within existing and new facilities.	Short term	SPD with advice from CES	Not yet commenced
3.2.2	Prepare an Aquatic Strategy	To plan for the future provision of aquatic centres within the region.	Short term	SPD with advice from CES	Not yet commenced
Well managed facilities					
Actions		**Purpose**	**Timeframe**	**Responsibility**	**Status**
4.1	**Partner with State Government and private community organisations**				
4.1.1	Investigate willingness of State Government and private organisations to partner to deliver community infrastructure	To provide well managed and economically viable community infrastructure.	Short term	SPD, CES	Not yet commenced
4.1.2	Partner with State Government and private community organisations	To provide well managed and economically viable community infrastructure.	Medium term	SPD, CES	Ongoing
4.2	**Ensure that all community facilities are considered in the overall community infrastructure provision**				
4.2.1	Audit community infrastructure that is not the primary responsibility of Council however Council may advocate for	To ensure that all community facilities are considered in the overall community infrastructure provision.	Short term	SPD with advice from CES	Not yet commenced
4.3	**Consider innovative funding methods to provide community facilities with the private sector**				
4.3.1	Investigate alternate funding options	Promote solutions which form a best practise model e.g. private facility, public private partnerships, grants to hire private facilities, support for private community groups that provide similar services.	Short term	SPD, CES	Ongoing
4.3.2	Inform Council's leasing agreements as facilities may change in use to meet the changing community needs	Provide adaptable leasing arrangement to allow facilities to change in use to meet the changing community needs.	Medium term	SPD, CES	Ongoing

Leadership and governance					
Actions			**Timeframe**	**Responsibility**	**Status**
5.1	**Adopt as Council policy the Moreton Bay Regional Council Community Infrastructure Strategy**				
5.1.1	Adopt as Council policy the Moreton Bay Regional Council Community Infrastructure Strategy	Council requires a policy position on community infrastructure planning throughout the region. The Strategy will guide the future planning, delivery and management of the MBRC Community Facility Network.	Short term	MBRC	Not yet commenced
5.1.2	Nominate a community infrastructure champion within the elected members	A community infrastructure champion will provide a direct link between the local community and Council, advocating the vision of the Strategy within the region.	Short term	MBRC	Not yet commenced
5.2	**Assign responsibility for implementation of the Strategy within the organisation**				
5.2.1	Assign overall responsibility for the implementation of the Community Infrastructure Strategy to the Director Strategic Planning and Development Services	The Director will be responsible for the implementation of the Strategy.	Short term	MBRC	Completed
5.2.2	Provide funding, resources and allocate responsibility to a unit within the Strategic Planning Department to oversee and report on the implementation, monitoring and evaluation of the Strategy	To ensure the Strategy is implemented and maintained throughout the life of the document a nominated officer position will be delegated responsibility by the Director of Strategic Planning and Development Services to facilitate delivery and reporting of the Strategy.	Short term	SPD	Underway
5.3	**Establish cross departmental processes to ensure effective implementation of the Strategy**				
5.3.1	Review and refine as necessary cross corporate and intra departmental processes	To ensure best planning and design outcomes are being delivered to the community.	Short term	SPD, ECM, CES, Major Projects	Not yet commenced
5.3.2	Establish a cross corporate community infrastructure strategic implementation group	To facilitate and monitor the implementation of the Strategy and update the action plan annually.	Short term	SPD, ECM, CES, Major Projects	Not yet commenced
5.3.3	Establish a cross departmental design review panel	The panel will bring Council's strategic planning; design and delivery areas together to ensure the policy objectives and actions of the Community Infrastructure Strategy are implemented. The Panel will review concept plans, PIDs, Briefs, prioritisation schedules and budget submissions.	Short term	SPD, ECM, CES, Major Projects	Not yet commenced
5.3.4	Introduce design and access statements as a component of the design and development process	To ensure that each design meets Council's policies and visions and has been designed with consideration of adjoining land uses.	Short term	SPD, ECM, CES	Not yet commenced