

Executive summary

Why we developed this strategy

In the context of rapid population growth experienced across the Brighton municipality, delivering adequate and appropriate social infrastructure is fundamental to achieving Brighton Council's commitment to lead change for better community liveability.

The objectives of this strategy are to deliver a thorough, considered set of actions and priorities arising out of a best practice needs assessment and gap analysis. Specific objectives for this Plan include:

- Providing a thorough understanding of community and stakeholder visions and expectations regarding Council's role in social infrastructure provision,
- Identifying current gaps in existing social infrastructure provision,
- Ensuring Brighton is sufficiently supplied with social infrastructure to accommodate for population projections to 2042,
- Providing an understanding of social infrastructure needs in terms of quantity, location, and ease of access,
- Providing a clear understanding Council's role in the provision of necessary social infrastructure.

'Social sustainability can be defined as a process for creating sustainable, successful places that promote wellbeing, by understanding what people need from the places they live and work. Social sustainability combines design of the physical realm with design of the social world – infrastructure to support social and cultural life, social amenities, systems for citizen engagement and space for people and places to evolve.'¹

¹Social Life, UK, 2013, Design for Social Sustainability: http://www.social-life.co/media/files/DESIGN_FOR_SOCIAL_SUSTAINABILITY_3.pdf

How we understood community needs

Equally important to the planning process are qualitative considerations. Need for infrastructure and services is not homogenous across every growing community; policy, emerging trends, existing facilities, local needs, area context, and stakeholder perspectives must all contribute to each local planning process.

The following methodological points guided the development of the Plan and informing needs analysis:

- Social infrastructure includes both open space and recreation, and community and cultural facilities – providing the places and spaces for people to meet, be active, connect, create and learn.
- This study primarily assesses the 'hard' social infrastructure, the built facilities and open spaces, that support community connection and cohesion. This study assesses the whole ecosystem of social infrastructure to provide a holistic picture, including infrastructure types that Council does not have primary responsibility for delivering.
- This study uses a range of tools to understand community needs, including:
 - **Understanding** current and future demographic characteristics to detail who is and will be living in Brighton, and what they might need,
 - **Mapping** the existing facilities and analysing how far they are from the people that use them,
 - **Applying** 'benchmarks' to future population (e.g. 1 library per 20,000 residents), to determine the number of facilities Brighton will need as a whole,
 - **Listening** to what you told us about your community, and what you need, in engagement for this Plan and with Council previously,
 - **Auditing** existing facilities to understand how they are used, what condition they are in, and what Council's plans are for their future use.

Where we studied

Defining 'planning areas' (also called 'localities') helps to assess community need from a walkability and accessibility perspective, and recognises that different areas of the Council have different infrastructure needs.

The localities were chosen carefully to represent a 'best fit' for different neighbourhoods with Brighton. It is important to note that these do not exactly represent existing suburb boundaries, because of the way that census data is constructed.

Throughout this study, we mainly assessed quantitative (raw, numbers based benchmarking of facilities) needs at a Council level. Once we knew the gaps in infrastructure for the whole of Brighton, we then looked at the more nuanced needs in each of the localities and how different areas might respond to Brighton's overall social infrastructure needs.

The localities we defined were: Bridgewater, Brighton and Pontville, Dromedary, Gagebrook and Herdsmans Cove, Industrial (the Brighton Industrial Estate), Rural East (Honeywood and Tea Tree), Old Beach.

What we found – Brighton's challenges and opportunities

Community and cultural infrastructure

While social infrastructure is relatively well-provided in Brighton as a whole, there are some gaps from a raw numbers perspective as well as when considering local neighbourhood needs and accessibility. The raw gaps include in youth-friendly spaces, childcare places, GPs, local community practice spaces, community arts and performing arts facilities, and work hubs/business incubators.

Looking at the quality of existing supply, we noted that there are opportunities for improvement across much of the existing network in terms of condition, utilisation, accessibility, and being fit for purpose.

Key challenges and opportunities for Brighton's social infrastructure include:

- Young populations and a lack of youth space,
- Areas of social disadvantage in the LGA,
- Lack of social cohesion between neighbourhoods,
- Low activation and vibrancy with limited people centred places,
- Rapid population growth and planning for new communities,
- Improving existing assets,
- Deficit in creative infrastructure and local cultural spaces,
- Significant undersupply of GPs living and working in the LGA.

Open space and recreation

Brighton has a network of open spaces of varying size, quality, and purpose. Changing community profiles and shifts in recreation trends have implications for how public open space is used, and the type of open spaces best suited to the needs of a community.

Broadly, there is an adequate level of land provided for recreation and open space in the Brighton LGA, higher than is usually found in the Hobart urban region.

However, it has become apparent that many of the parcels of open space in the Brighton municipality no longer meet the needs of the local communities. This is particularly evident where undeveloped parcels of open space in residential suburbs are underutilised, poorly maintained, and afford limited recreational use.

Key priority areas include:

- Expanding the large amount of waterway related open space,
- Considering the recreation infrastructure available at school sites,
- Limited walkability in some areas, although noting Council's work in upgrading Brighton's existing walking and cycling network,
- Spaces for informal individualised fitness-based activities,
- A diversity of play offerings,
- Dog friendly spaces, tennis facilities, and access to an indoor recreation centre.

Part 6 – The Social Infrastructure Plan

6.1 Guiding principles and vision statement

This vision connects with Council's 2050 vision. It also recognises the critical role of high quality, flexible and well-located social infrastructure in achieving this goal.

A thriving network of social infrastructure that connects Brighton's residents with nature and with each other. Our shared spaces will be safe, sustainable and comfortable with services and facilities for all – from the young to the elderly. We are proud of our spaces, representing who we are and providing a destination for connecting, learning, and creating.



A suite of principles was developed based on best practice social infrastructure planning, to guide future planning. These will form the basis of further discussion with Council and the community.

Inspiring places and spaces that sustain community wellbeing

Social infrastructure is designed and delivered in a way that creates high quality spaces for communities to connect, create, learn and socialise. Spaces and places designed with communities in mind supports them to flourish.

Accessible and connected network

Social infrastructure is conceived of as a network of interconnected facilities – and each facility plays a role within the whole system. All people in the community have equitable access to local community facilities, services, programs, spaces and amenities in convenient locations.

Facilities easily accessible by public transport, close to town centres, retail shops and businesses, and connected effectively with active transport, can become focal points for local communities, enhancing community identity and improving community cohesion and connection.

Shaped by community participation

Community engagement is key to planning and developing social infrastructure that reflects community needs and aspirations, including new ways of living, working and recreating. This includes actively engaging with communities to understand changing patterns of use and delivering appropriate infrastructure for the future.

Welcoming and grounded in community character and identity

The Brighton community is diverse, with a wide range of age groups, income levels, household types and lifestyles.

Brighton's community facilities and open spaces reflect local character and community identities and values, providing welcoming environments for people to come together.

Socially, environmentally and economically sustainable

Social infrastructure provision in Brighton LGA is recognised and prioritised to sustain social wellbeing, economic growth and diversity, and the environmental health of Brighton as it grows. Innovative models of infrastructure delivery to support financial sustainability over the long term. New infrastructure projects make use of environmentally sustainable designs, materials and technologies, and are delivered in locations that promote walking, cycling and public transport use.

Improving community integration and equity outcomes

Strategic planning and delivery of social infrastructure serves as a social binder – bringing together diverse communities and strengthening social cohesion. It enhances equity outcomes by improving access to and the quality of social infrastructure in the community.

Creating an active and healthy urban environment

Providing the spaces, places and connections that enable residents to be active, connect with nature, connect with each other and participate in sport, recreation and community life, is the single most important investment for a city. This infrastructure forms the foundation for urban health and contributes to the social, physical and economic well-being of Brighton's communities.

Adaptable and multipurpose places and spaces

Community and recreation facilities, sportsgrounds, parks and other social infrastructure types are flexible in their form, function, programming and management, so they can respond to changing community needs and social trends.

Innovative and creative delivery of social infrastructure

Facilities and spaces are multipurpose (where appropriate) and co-located with other social infrastructure and services, and are responsive and adaptable to community needs. Creative solutions that are cost-effective are employed in the provision of social infrastructure, maximising existing facilities and creating beneficial partnerships to assist in the delivery.

6.2 The Plan

This Plan is intended to guide Council in its decision-making on investing in identified priorities. This is to ensure the supply of community facilities in Brighton continues to meet community needs and aspirations and sustain community wellbeing over the next decade and beyond. The following chapters outline the strategic priorities and opportunities for community facilities in Brighton, informed by the analysis undertaken in this document.

There are multiple components of this Plan that should be used to guide Council's decision making into the future:

- **Vision and Principles** (see **Section 6.0** above). These higher-level statements will guide the development of strategies and priority actions. Based on Brighton's 2050 vision, and best practice social infrastructure planning – these principles will assist in guiding recommendations for Council's delivery and ensure social sustainability is prioritised.
- **Summary challenges and opportunities:** these identified areas are based on the needs analysis and background research constituting the bulk of this strategy. They aim to summarise the key issues and opportunities arising from the quantitative and qualitative analysis in this needs analysis, as well as what we heard from the community through engagement activities.
- **Strategies:** Identifies broad opportunities across Council to guide improvements to the social infrastructure network and support residents' health and wellbeing. These are based on strategic guidance and is intended to inform future delivery. The strategies directly respond to the vision and principles, and challenges and opportunities.
- **Priority Actions:** Identifies specific priorities arising from these strategies for Council to directly and specifically address and implement the vision and opportunities arising. These priority actions are structured based on whole-of-Council 'big moves', and targeted to each Planning Area.
- **Delivery and funding advice:** specific advice for Council to prioritise actions and assist in the actual delivery of these priority actions
- **The Plan on a map:** a visual display of these priority actions (to come following confirmation of these recommendations).



Figure 32 The Structure of this Plan

6.2.1 Summary challenges and opportunities for Brighton

Brighton's challenges can also be its best opportunities. Some of the challenges outlined above have been identified to guide targeted responses to community need.

- **Young populations and a lack of youth space.** With 33% of Brighton residents aged under 25 by 2042, a young population will place pressure on services that young people access. Particularly, the 0-4 year olds and 18-24 year olds. Benchmarking analysis has shown a gap of three youth friendly spaces and 260 childcare places by 2042.

This finding suggests that consolidating existing offerings for young people, but planning for a growth in community services for those who have left school and are looking for work or training opportunities, will be critical. Similarly, planning for additional childcare provision and opportunities for young parents will be key.

- **Areas of social disadvantage in the LGA.** Brighton has, in areas, significantly higher levels of socio-economic disadvantage. In this context, social infrastructure will play a vital role in supporting social sustainability and connecting people with services, groups and activities that enable interaction and participation in daily life and foster social connectedness and social capital building.

Promoting accessible and affordable space for new social/community groups to utilise is a key requirement for equitable access to social infrastructure in disadvantaged communities.

- **Lack of social cohesion between neighbourhoods.** This issue is driven by both physical disconnect and demographic disparities. Creating third places with equally accessible access between communities can act as a social connector.
- **Low activation and vibrancy with limited people centred places.** It was noted in engagement that many Brighton residents accessed Glenorchy or Hobart for services and facilities. Bringing higher local engagement and economic activity into Brighton will be important for social connection and cohesion.
- **Rapid population growth and planning for new communities.** Population growth drives demand on existing facilities, and necessitates fast-paced delivery of new ones. Without appropriate planning and strategic work from the outset, Councils are often on the 'back foot' in

ensuring that social infrastructure is delivered in a timely manner and capitalising on developer-delivered facilities.

- **Improving existing assets.** The majority of respondents in engagement activities noted that existing facilities required upgrading. Particularly, low utilisation, poor activation, and the lack of connectivity with town centres was noted to limit the quality and utility of existing facilities.
- **Deficit in creative infrastructure and local cultural spaces.** Through both quantitative and qualitative analysis, deficits in district level community arts centres and performing arts facilities, and local places to create culture, have been identified. The role of creative infrastructure in generating increased social cohesion and wellbeing improvements for young people in particular, makes addressing this gap a priority.
- **Significant undersupply of GPs living and working in the LGA.** With a deficit of 15 GPs servicing the Brighton LGA by 2042 – residents have noted lower accessibility to health services because of this deficit. Given the notably high health and wellbeing needs of the Brighton community, with lower health outcomes than the average Tasmanian, ensuring adequate access to local health services will be key.



6.2.2 Strategies

Deliver social infrastructure that celebrates, connects and supports Brighton's community character and identity

"Our community is proud: we embrace who we are now, while celebrating our ancient past". Community facilities play an important role in enabling proud communities. People of all ages, abilities, incomes, cultures, languages, religions, lifestyles and experiences live in Brighton, and the diversity of the community is an asset that enriches and strengthens the vibrancy of the community. Community facilities and other social infrastructure plays an important role in strengthening social connections between people of diverse people, and to foster a thriving, dynamic and welcoming community.

Community facilities provide spaces for local programs and services, cultural and community groups – as well as informal meeting spaces and events that enable residents to build community and place-based connections. Cultural and creative facilities also offer an opportunity to showcase and celebrate the diversity of the Brighton community.

Community facilities in Brighton will need to continue to be inclusive of all people to encourage the social and civic participation of all residents. Facilities have a role in building connections across neighbourhoods and intergenerational understanding and trust, as well as individual and community wellbeing.

Brighton is known for rural character, as well as its creative output. There are opportunities for community facilities to support this distinct local identity (e.g. via providing space for events, showcasing the work of local artists and makers) while simultaneously realising new opportunities for employment and enterprise. Co-working spaces or local market squares can be programmed to establish spaces for emerging enterprises from the local community.

Create a social infrastructure network that adapts to community needs now and over time

New infrastructure projects should be prioritised that best meets the highest levels of need identified in the community. The spaces should be targeted to maximise addressing identified gaps in provision, while being fiscally and socially sustainable over the long term.

These spaces should be sustainable, adaptable, and open to all. Delivery priorities should be identified based on best practice social infrastructure planning, of which this Plan is one aspect.

Council should develop processes for monitoring existing social infrastructure networks against social sustainability outcomes. Key metrics should be tracked over time to ensure that social infrastructure is performing, and make changes proactively where needed.

Leverage all opportunities through strategic partnership and collaboration

Adapting to changing community needs also means proactively planning for the delivery of infrastructure in growth areas, as these come online. Council should undertake internal strategy and policy development to proactively manage growth and identify opportunities for strategic partnership with landholders and developers. Including community and faith-based organisations in the planning process for new town centres will help to prioritise local community needs and ensure a presence of community service providers in these new communities.

Strategic opportunities to partner and collaborate with state agencies, community service providers, and local community groups will be important to maximise opportunities to provide social infrastructure and ensure existing networks are well utilised and of a high quality.

Identify interim, cost-effective solutions to meet community needs

Councils across Tasmania have limited resources required to meet social infrastructure needs for rapidly growing populations.

Therefore, there is a need to identify short-term and interim solutions to meet community needs as Council works towards this long-term vision for community facility provision. Potential interim solutions that Council could explore include:

- Exploring joint use agreement with local schools to utilise facilities (eg. assembly halls, creative and cultural facilities, and meeting rooms) outside of school hours);
- Identify potential vacant retail spaces within local town centres that could potentially be activated by Council through new enterprise space and subsidised creative and cultural leases
- Identify opportunities for pop-up and informal activities to activate public spaces with community uses, e.g. markets, family fun days and outdoor community lounge

Creating destinations for connecting, learning, socialising and creating

Community and cultural facilities, and open space and recreation, should be designed as destinations – not just services. Embedding destination approaches into the design of new facilities, and identifying opportunities in renewal of existing infrastructure, will create lingering places for connecting, learning, socialising, and creating.

Specifically, Council should invest in spaces for the community to meet that are informal and casual. These spaces can be partnered with learning and work hubs, or creative uses such as workshops, gallery space, or performance venues. Co-locating different types of destination space can encourage the community to linger and interact, driving social cohesion and connection across the diverse people of Brighton.

Renewing Brighton's social infrastructure network to efficiently support population growth

Renewal of the existing social infrastructure network will need to focus on efficient, cost-effective responses to growing community need. For example, there may be opportunities to refurbish older, existing facilities that have a single user group, to make them accessible to a broader range of users.

To facilitate renewal of facilities and spaces in the context of population growth and limited funding, Brighton Council can seek to explore shared use models, partnerships with community service providers and the private sector, and models that take account of new development to deliver new social infrastructure.

Upgrades should include cultural and creative spaces, e.g. workshop space, studio space, or rehearsal rooms. Additionally, gallery space will be important to meet community creative infrastructure needs.

Undertaking an asset upgrade strategy will help guide this process. Incorporate significant opportunities for codesign and input by the community to ensure that renewal meets local community needs.

Regional collaboration will also be integral to meeting community needs for social infrastructure, particularly for major facilities meeting more regional needs. Working with neighbouring Councils, community service providers, and state agencies can leverage shared opportunities for regional infrastructure such as cultural facilities and event spaces and regional health infrastructure.

Enhance the utilisation of existing facilities

Enhancing the utilisation of existing facilities relies on activity and accessibility. Social infrastructure needs to be activated to encourage utilisation and embed the facility into the community network. Additionally, accessibility for residents to community facilities is important to create a network of interconnected facilities.

Deliver affordable space for community services providers

As the community in Brighton grows, and commercial rents increase across Brighton in association with new development, renewal and revitalisation of local centres, there is a risk that existing community services could be displaced from the LGA. As Brighton Council is a community with a relatively high proportion of community members experiencing disadvantage, there is an emerging need for affordable floorspace for community services currently operating in the area.

Low cost, leasable office space for not-for-profits can support community service providers to continue to provide services within Brighton. Council can also explore opportunities to temporarily lease underutilised spaces to community service providers as they become established in the LGA.

Engagement activities to inform this Plan also noted a lack of affordable spaces for community groups to gather. Council should explore opportunities to improve affordability for these groups accessing existing community centres and other facilities.

Create a network of youth friendly spaces

Creating services for all for a truly intergenerational network will necessitate particular attention to youth focused spaces. Spaces that are designed for young people can create a sense of ownership, allowing for increased social and wellbeing outcomes, and creating a touchpoint for community service providers to engage with the community.

Incorporating youth friendly spaces into the design of open space in greenfield areas will be particularly important in ensuring adequate provision across the LGA.



6.2.3 Priority Actions

Whole of Council – Big Moves

No.	Action
	<p>Asset upgrade strategy</p> <p>An asset upgrade strategy should be formed out of this Plan that seeks to maximise investment into priority facilities. This asset upgrade should encompass open space and recreation, as well as community and cultural facilities. Specific priorities for open space renewal have been identified below.</p> <p>Renewal of community needs should be undertaken in conformity with the principle of co-location (outlined in Section 5.5). Leading practice favours the clustering of community facilities in centres to enhance accessibility and connectivity with related uses. Well used community facilities tend to be located in places that are readily accessible by public transport and where people already congregate, such as shopping centres and schools.</p>
01	<p>It is noted that Council's current approach seems to favour this multipurpose integrated hub model of co-location. Underutilised facilities have been leased out to single-user groups, and are not available for general community use (this is particularly noted in Brighton and Pontville, with the Old Council Chambers and other assets subject to long term leases by community organisations and commercial uses.</p> <p>Therefore, the following asset upgrade priorities focus on facilities with the highest potential to accommodate future growth – based on their role as accessible facilities that service significant populations. Priority facilities are:</p> <ul style="list-style-type: none"> • Old Beach Community Centre (and surrounding precinct) • Brighton Municipal Memorial Hall <p>Specific design and functional considerations are outlined in the specific recommendations below.</p>

Long term evaluation and monitoring strategy for social infrastructure in Brighton

Undertake monitoring and evaluation of social infrastructure in Brighton at 6-12-month periods to track changes in access and user base over time. Evaluation should focus on data collection techniques through targeted engagement, allowing for adaptation to meet changing community needs.

02 This monitoring and evaluation should focus on gauging the capacity of existing facilities to meet current community demand and expectations, and identify opportunities to enhance capacity as needs arise.

This evaluation strategy should focus on key Council infrastructure, such as community centres, open space and recreation – and be integrated into booking systems where possible to enable cost-effective data generation.

Deliver a new social infrastructure node

The fragmentation of the community between Old Beach and Gagebrook and Herdsmans Cove was noted throughout engagement activities. This fragmentation is both social, including discrepancies in demographic and social identities, and physical, including a lack of accessibility and identifiable town centre.

03 Social infrastructure nodes, meaning a concentration of services and facilities such as community centres, childcare, commercial services, community service providers, etc. can act as a community binder – creating spaces where diverse peoples can interact, socialise, and bridge social gaps.

It is recommended that a new social infrastructure node is created as a local town centre in new release areas between Old Beach and Gagebrook and Herdsmans Cove. Co-location near Council chambers has the potential to create a significant civic core. This node should include a new local multipurpose community centre – incorporating community space, and cultural uses including makers space and rehearsal rooms. Commercial activation and

delivery of health and early learning services should also be considered.

Consider partnership with developers through planning agreements for joint delivery, and funding opportunities through collaboration with community service providers and State agencies.

Timing should align with development in the area, with a target of 2032-2037 for delivery. Consider a staged approach to delivery, with the priority at this stage being identification and acquisition of land and designation during master planning processes with developer and landholder partners.

Deliver a dedicated youth centre

Create a semi-permanent youth centre co-located with open space. Explore opportunities to utilise materials such as shipping containers for indoor spaces, including gaming lounges and opportunities for Youth service providers to co-locate. This semi-permanent model allows for the trialling of these spaces, and is a cost effective solution to delivering indoor space for youth services.

Consider a co-designing process with young people in Brighton to create a space that celebrates their identity and is truly delivered for them, by them. Location should be considered at this stage.

The facility should be staffed in partnership with community service providers, and delivered in co-location with open space. Consider opportunity to deliver in Gagebrook and Herdsmans Cove, pending alternative locations identified during co-design.

Recommended delivery timeframe between 2022-2027 to meet current community demand. Success of this model may lead to replacement with a permanent structure, and/or replication elsewhere in Brighton.

Community activation grants

Brighton has a range of geographical and locational features which are iconic within the Hobart context. Next to the river, Brighton is home to high amenity public parks and reserves, significant agrarian regions, and state heritage features.

The provision of a small-scale community activation grant(s) could assist in incentivising new ideas to enliven and activate existing community facilities. This could be run concurrently with Council's existing community grants program. A community facilities activation grant could also strengthen relationships between Council and other local community organisations and residents.

Requirements of the grant could:

- Prioritise activation ideas for specific facilities at specific times;
- Require applicants to commit to venue usage for a certain duration;
- Be open to community members in adjoining LGAs;
- Incentivise longer term tenants or future hirers to be 'custodians' of the space; and
- Be supported by a coordinated marketing and promotional campaign.

Increase opportunities for the community to participate in cultural and creative activities

Communities increasingly value cultural and creative spaces, including spaces for local artists and makers to exhibit their work, especially makerspaces, and spaces for creative community activities. There are limited presentation facilities in Brighton, and creative and cultural spaces have not been incorporated into libraries and community facilities (with the exception of adaptable use of the Brighton Civic Centre as a performance facility).

There is a clear need for increased provision of cultural and creative spaces to meet community needs in Brighton Council.

To increase opportunities for Brighton residents to participate in arts, creative and cultural activities, Council could consider

opportunities to include creative and cultural spaces in the functional briefs for the redevelopment of local community facilities (eg. Old Beach and Brighton Hall). In addition, there are several government education facilities in the catchment. There may be opportunities for joint use agreements to use the creative and cultural facilities within these buildings.

In the longer term, there may be opportunities to incorporate a maker space or other cultural and creative spaces within new integrated multipurpose facilities.

Design of central open spaces that form the heart of local communities or neighbourhoods should also enable community celebration, gatherings and events. While only recommended for larger parks (more than 1 Ha) these spaces should include access to power and water, a central plaza for event space and design for vehicles to access for set up and potential stalls such as for markets.

Incorporating public and community art

Opportunities to commission public art, within or adjacent to existing community facilities could work towards enhancing the attractiveness and address of the buildings to the streetscape. This would also contribute to better integrating existing facilities into their local neighbourhoods and enhance sense of place.

Additionally, Council is recommended to undertake a program in the short-term to transform existing community centres into gallery spaces for community art. Blank walls in entranceways and halls could be converted to gallery space, while maintaining existing use as a functional, multipurpose community space.

Specific programs designed to encourage young people and older residents to create and display their artistic works should be coordinated by Councils community development team. Old Beach Community Centre, Brighton Civic Centre, and Brighton Municipal Hall are prime candidates for this program.

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Pop up program

Pop up and temporary spaces are a low cost, low risk and short-term opportunity to activate spaces and increase the diversity of activities and engagement. Often best catered towards creative, arts and cultural activities, pop-up spaces can operate on a trial basis or a semi-permanent arrangement and provide Council flexibility to test new ideas and activities with the community.

Opportunities to temporarily expand or meet demand for different types of community facilities can also be achieved through occupancy of vacant or underutilised spaces (e.g. vacant shop fronts or premises in between leases). The 'Empty Spaces Project' by the University of Technology Sydney provides a toolkit to assist Councils and organisations in setting up and negotiating these opportunities with landlords, developers and organisations. The Empty Space Project provides short term and temporary spaces for community development and has seen the delivery of a range of large and small-scale popups across Australia which support creative, educational and cultural uses.

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In Brighton, application of this approach could be applied with the following benefits:

- Opportunities for pop up spaces, temporary uses of vacant spaces during development/renovation of either Council or non-council buildings (e.g. markets, family fun days and outdoor community lounge);
- Increased activation and fosters greater connections with local business and organisations;
- Increased provision of cultural and creative spaces without major capital investment; and
- Encouraging a broader range of users and organisations that might typically not occur in existing Council facilities. This might lead to longer-term opportunities to integrate new users into existing Council facilities.

Another common approach taken by Councils across Australia is to co-locate or share pop-up spaces for community consultation or information sessions. This can provide Council with

	opportunities to engage with the local community in unique and more immersive environments.
09	<p>Brighton employment and work hub</p> <p>The ‘work hub’ model is an emerging piece of social infrastructure trialled by some Councils in Australia that seeks to co-locate affordable workspace, study space, and opportunities for training and development in one location.</p> <p>Partnerships are key to the success of these facilities, so targeted collaboration and engagement with business leaders, tertiary education providers, and other training organisations and youth employment services.</p> <p>Explore opportunities to lease vacant commercial space within the Brighton or Bridgewater town centres. The space should include meeting rooms, and work/study space. Priority should be given to an initial trial in Brighton township, given recommendations for a youth centre in Gagebrook and the noted lack of existing library space in Brighton – coupled with large increases in young people associated with the greenfield development and the new Brighton High School.</p> <p>For the success of this hub, staffing needs to be ensured from the outset. Collaborate with partners to develop rosters for staffing and targeted programs to ensure that peak periods of use are provided for (eg. midday lunch peak, after school, HSC exam periods).</p>
10	<p>Advocate for increased GPs in Brighton LGA</p> <p>It is noted that Council have limited scope and responsibility for health services in the LGA. Further, deficits in the supply of GPs in rural areas and outer suburbs is noted throughout Australia. Given the scale of this issue, consider an advocacy role for Council in bringing this issue to TasHealth and collaborating on any solutions.</p>

11	<p>Create clear channels for community affordable workspaces</p> <p>Low cost, leasable office space for not-for-profits can support community service providers to continue to provide services within Brighton. Council can also explore opportunities to temporarily lease underutilised spaces to community service providers as they become established in the LGA, and community groups.</p> <p>This channel should be subject to demonstrated need, a thorough understanding of service plans and benefit to the Brighton community, and be published on Council's website and regularly reviewed.</p> <p>Opportunities to utilise existing Council assets currently subject to commercial uses should be considered, where desirable, and based on expressions of interest from community groups.</p>
12	<p>Develop a social infrastructure delivery strategy for new release areas</p> <p>Analysis of current community facility provision across the Council has highlighted that there is a strong need to deliver new social infrastructure in urban release areas, as these come online, to support forecast population growth and emerging communities.</p> <p>Council should develop a strategy to guide internal approaches to planning for release areas, identifying innovative opportunities to deliver social infrastructure proactively.</p> <p>Part of this strategy should incorporate guidance for building community and creating places for social interaction in new communities. For example, creative utilisation of site offices as adaptable community hubs with targeted programs for social connectivity and capacity building have been a successful model in similar areas around Australia.</p> <p>This strategy would outline guidance on these models and utilise both hard and soft levers in negotiations with developers to masterplan communities that embed social sustainability outcomes from the outset.</p>

Council also has an opportunity to leverage growth across the LGA to deliver new facilities by ensuring that negotiations with developers are effective and deliver facilities that meet community needs.

Priorities include:

- Childcare
- Local community meeting and gathering places
- Work and learning hubs
- Play, outdoor exercise equipment, outdoor courts and path/trail networks should be the focus of provision.
- Local cultural and creative spaces

The strategy should prioritise areas and inclusions for new greenfield release precincts, and identify mechanisms for delivery. This strategy should be accompanied by internal Council policy for partnerships with developers through agreements, to ensure that opportunities are capitalised when they arise.

Update Council's Contributions Policy to include community and cultural facilities

Council's existing contributions policy does not currently include provision for collection of contributions for community and cultural facilities. While it is acknowledged that, in light of considerably low contribution rates in Tasmania, physical infrastructure catering for basic needs should be prioritised - It is recommended that the policy is updated to include provision for community and cultural facilities to enable flexibility should underlying rates be amended.

This should be accompanied by ongoing advocacy with State Government, in partnership with other Councils, to increase the capacity for Councils to collect developer contributions in line with other states in Australia (noting that the existing framework is the lowest in Australia).

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Develop and implement a community hiring and leasing policy

To ensure equitable access and to maximise the utilisation of existing facilities, Council should develop a community leasing policy that outlines the principles and goals for community hiring of bookable spaces and demonstrated community benefit for long-term leases of Council-owned facilities.

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An example of the application of this policy might include in relation to Childcare facilities. Prioritising through close liaison with local childcare operators long term leases in Council-owned facilities has the potential to alleviate notable gaps in provision, while ensuring that Council assets are meeting community needs.



Place-based Priority Actions

No.	Action
Bridgewater	
BW01	<p>Continue to consolidate Bridgewater's role as Brighton's community services core through accessibility and transport. The provision of cultural and creative infrastructure in Bridgewater's town centre would allow significant access to both students at local schools and the community who are used to accessing Bridgewater for community services.</p> <p>Maximise the existing town centre and social infrastructure hub created by Brighton Civic Centre and Linc, and the Town centre shopping precinct and schools, through popup activation and opportunities for community gathering. Consider opportunities to utilise commercial space for a 'work hub' (see above) – and popup events on school land and/or the carpark of the civic centre. Increasing activation in the town centre will drive social outcomes for the community and increase utilisation of the civic centre, as well as improving outcomes for the town centre itself.</p>
BW02	<p>Invest in local community facilities, open space, and local cultural opportunities in the urban release areas to the West of the Midland Highway, as these come online. There are significant spatial barriers to accessing community facilities from the West due to the Midland Highway and rail line, necessitating local provision to meet accessibility requirements and to build social cohesion in these new communities.</p>
BW03	<p>Implement strategies to incorporate recreation infrastructure in existing parkland, ensuring that the full range of infrastructure types are catered for in the catchment. Embellishment of existing sites with rebound walls, sports courts and exercise equipment would support future demand.</p>
BW04	<p>Renew half-court at 6-8 Bowden Drive, install new play facility and exercise equipment, and consider integration with adjacent community centre to create small public hub. Alternative option is to negotiate public access to nearby school facilities out of school hours.</p>

BW05	<p>Renew 'Warruga Park' and upgrade 'Gunn St Park'. This would provide adequate spatial distribution to the North and South, and subsequent access coverage to warrant the release of Lot 278 Finlay Street and Lot 276 Gunn St for residential infill development (both sites have limited access points/street frontages in comparison). 'Gunn St Park' should be upgraded to a local/district level active open space including a hard court, rebound wall, exercise equipment, play facility and amenities (shade, seating etc.). 'Warruga Park' should be renewed as a local level park with play facilities and accompanying amenities (seating, shade etc.), in recognition of a potential regional facility incorporated with the Bridgewater Bridge redevelopment that would provide for additional recreation options.</p>
BW06	<p>Continue to develop Bridgewater Parklands in line with existing Master Plan including: the existing sewerage treatment plant being developed as a future commercial development site; medium density infill housing occurring on the Eastern edge of the existing site; the development of a BMX / mountain bike area and a fenced dog training / recreation area in the South-East, and a new trail network throughout with exercise stations / nodes along loop trail.</p>
BW07	<p>Consider incorporating additional recreation opportunities into the Bridgewater Parklands development including the provision of an indoor recreation facility in this process, co-located with existing community facilities/ commercial development of sewerage treatment plant.</p>
BW08	<p>Advocate for a significant public space to be included in broader Bridgewater Bridge redevelopment to replace existing small playground at Nielsen Esplanade, incorporating a regional playground and 'youth plaza' (including sports courts, rebound wall and skate/bmx elements) similar to recent Cris Fitzpatrick and Bridgewater Parklands designs.</p>
BW09	<p>Continue to support Bridgewater's Hobart Gymnastics Association via Council building ownership and consideration of facility upgrades to enhance provision of indoor recreation opportunities to the community, in conjunction with alternative consideration of Bridgewater Parklands option for indoor recreation.</p>

BW10	Undertake targeted engagement with the Aboriginal communities and key representatives to gauge specific needs and ensure adequate representation in new infrastructure.
Gagebrook and Herdsmans Cove	
GH01	Undertake targeted engagement with the Aboriginal communities and key representatives to gauge specific needs and ensure adequate representation in new infrastructure.
GH02	Implement general amenity and accessibility upgrades. Consider improving connections across the East Derwent highway to consolidate access to existing social infrastructure and open space for residents. Build on the existing community core at the community centre and IGA.
GH03	Deliver temporary youth centre space co-located with Cris Fitzpatrick Park (as described above).
GH04	Improve wayfinding to existing community assets, such as the Gagebrook Community Centre or MONA's popup at Bond Place, from the East Derwent Highway. Promote events and services in these spaces along the highway as they arise. Promoting assets can help to drive utilisation, as well as visitation from persons from neighbouring communities.
GH05	Implement strategies to incorporate recreation infrastructure in existing parkland, ensuring that the full range of infrastructure types are catered for in the catchment. Embellishment of existing sites with rebound walls, sports courts and exercise equipment would support future demand.
GH06	Continue to support implementation of existing Cris Fitzpatrick Park Master Plan noting specifically the provision of: New play space area; gravel pump track circuit; Hard paved outdoor youth facility, with multi-purpose goal unit (basketball hoop integrated with soccer goal), and netball hoop to sit next to relocated 'Rage Cage'; New skate park facility and ball game area, Park shelter with youth 'hang-out' seating between court and skate area.
GH07	Consider upgrades to Cove Creek open space, including reorienting cricket pitch to North-South direction and expanding

	fenceline to enable minimum 50m radius (60m preferable) in line with Cricket Australia Facility Guidelines. Suggest provision of additional recreation infrastructure such as cricket nets and tennis courts to support enhanced future use. Strengthen the presence of the site to Laurence Place and create distinct connection to Cris Fitzpatrick Park.
GH08	Expand on community benefit on Council Chambers land through the provision of publicly accessible open space and recreation to meet the needs of the current and emerging community (noting particularly proximity to new greenfield development precincts. Play, outdoor exercise equipment and path/trail network would be supported for this area.
GH09	Incorporate off-leash dog areas into the Cris Fitzpatrick Community Park.
GH10	The following considerations for residential infill are noted in the context of the Cris Fitzpatrick Community Park development and role as a primary public open space asset: <ul style="list-style-type: none"> Subdivide a portion of the Viola Crescent public open space (open grassland and lookout) for residential infill, whilst retaining some landscaped open space with seating, and good quality paths. Retain lookout and enhance with landscaping, formalised parking and signage. Subdivide a portion of the Sattler Street public open space, seeking to retain pedestrian connections if possible Subdivide public open space parcel that currently provides a path connection from Briar Crescent to Boronia Crescent. Consider part subdivision of public open space parcel further East that has a section that is currently a remnant urban forest. This would link existing housing and Uniting Church Centre on Tottenham Road to new subdivision occurring on Plymouth Road.
Old Beach	
OB01	Consolidation of social infrastructure in Southern Old Beach through targeted renewal and activation of Old Beach Community Centre and surrounding open space. Long term

	<p>renewal should be prioritised for this facility, including expanded rooms for cultural and other community uses.</p> <p>Opportunities should be explored to incorporate additional space through renewal for: study and meeting rooms, rehearsal rooms, gallery space (see generally above).</p> <p>Activation should be driven on this site in the short-term to drive community use and consolidate the role of this facility as a local community hub. Trialling broader recommendations for popup programs and activation on this site is supported.</p> <p>Development of a new local social infrastructure hub in Northern Old Beach – potentially delivered through urban release areas, to provide equitable access to infrastructure (See general recommendation 3).</p>
OB02	Consider learning spaces for secondary school and tertiary education students to study. Additional, work hub spaces including incubator programs for local professionals to employ within the Brighton LGA is supported over the long term by demographic and employment trends in this planning area.
OB03	Implement strategies to incorporate recreation infrastructure in existing parkland, ensuring that the full range of infrastructure types are catered for in the catchment.
OB04	Continue to invest in renewal of Lennox Park to provide key recreation provision.
OB05	Consider provision of public park in South of Tivoli Green development to ensure adequate distribution of public open space beyond proposed waterways area in North.
OB06	Extend the foreshore path along the Derwent River foreshore.
OB07	Consider provision of public park in North of Tivoli Green development creating a green spine to link Council Chambers site and proposed waterways open space area.
Brighton and Pontville	

BP01	Consider new local community facilities and cultural spaces in emerging urban release areas to satisfy both quantitative and spatial gap, as opportunities arise (see recommendations above).
BP02	<p>Consolidate social infrastructure closer to the Brighton town centre. Flexible community space that is accessible and co-located with activated town centres is a best practice model that drives utilisation and equitable access. The aim is to create a social infrastructure 'spine' along Brighton Road, with infrastructure that complements, rather than competes.</p> <p>The following action BP03 is one example of delivering increased community space in the town centre, that is not competing and therefore creating inefficiencies with the community facilities towards Pontville. Additionally, consideration of a civic square and outdoor informal gathering spaces should be prioritised in the town centre.</p>
BP03	Advocate with LibrariesTas for a small-scale library facility in the Brighton town centre by 2032. Alternatively, consider delivery through developer agreement in new release areas – or through leased commercial space in the town centre, linking with the new town square. The work-hub model is an alternative delivery model that provides study space and some of the functionality of modern library branches.
BP04	Undertake renewal over the long term of the Brighton Municipal Memorial Hall to improve quality and functionality of the facility. The maintenance of the existing quantity and typology of internal spaces (1x large hall and 2x medium-sized multipurpose rooms). Consider opportunities to incorporate cultural space in surrounding sheds, including makers space and workshop uses.
BP05	Implement strategies to incorporate recreation infrastructure in existing parkland, ensuring that the full range of infrastructure types are catered for in the catchment.
BP06	Given the popularity of the Brighton area for first home-buyers, and the younger family profile, priority should be given to developing a park with play equipment, outdoor courts and possibly skate/bmx facilities on the east side of the town.

BP07	Continue to upgrade Seymour St and Brighton Regional Sports Complex in line with their existing master plans to reinforce them as the major open space assets in the area.
Rural East	
Due to proximity to the Brighton township, recommendations for Brighton and Pontville will have a flow-on effect for residents in Honeywood and Tea Tree.	
RE01	Opportunities to increase local cultural practice through programs with vineyards and 'public-facing' rural-commercial to encourage events and cultural creation – as well as stimulate the local economy. Consider partnership with rural community organisations to drive funding for events in the region, and identify opportunities to consolidate and promote existing cultural offerings.
Dromedary	
DR01	There is opportunity to capitalise on natural amenity, including the Mount Dromedary Conservation Area. This could include cultural opportunities, and emerging eco-tourism. To support this, actively planning for recreation trails in the Park in liaison with the relevant authority will be important.
DR02	Engage with the owners and user base of Dromedary Hall to audit current utilisation patterns and community need. Identify opportunities to increase utilisation of the current facility through close engagement with existing users and residents of Dromedary.
Industrial	
IN01	Consider opportunities to consolidate the Industrial Estate's wider public accessibility and integration as the half-way point between Brighton and Bridgewater. Opportunities to drive broader community engagement with the precinct will be important.
IN02	Implement recommendation 6.4 of the Place Strategy as an immediate priority. Establishment of a business network will support social activation and spearhead increased social

	outcomes for workers in the estate is supported, as is the implementation plan outlined in that Strategy.
IN03	Encourage strategic activation of the Brighton Industrial estate through the activation program outlined generally above. It is noted that action 28 of the Brighton Industrial Estate Place Strategy supports this use in the 'town centre'.
IN04	Create a training and employment program for local residents in businesses within the Brighton Industrial Estate. Consider this a flagship programme that could be replicated elsewhere in the LGA if shown to be successful. It is noted that this outcome is supported in the Brighton socio-economic profile opportunity assessment.

Open space and recreation – summary changes

Location	Type	Suggestions	Typology	Hierarchy
BRIDGEWATER				
Weily Park	Renewal	New play facility, shade and seating provision	No change	No change
Bridgewater Parkland Stage 2	Upgrade	Upgrade in line with master plan including a BMX/ mountain bike area and a fenced dog training / recreation area in the South-East, and a new trail network throughout with exercise stations / nodes along loop trail	Upgrade to Active open space	Upgrade to District/Sub-regional
6-8 Bowden Drive	Upgrade	Renew hardcourt, integrate rebound wall, exercise equipment and amenities (shade, seating)	Upgrade to Active open space	Upgrade to District
Lot 276 Gunn St	Remove	Release for residential infill development	Remove from POS	Remove from POS
Gunn St Park (Lot 1)	Upgrade	New play, hardcourt, rebound wall and amenities (shade, eating)	Upgrade to Active open space	Upgrade to District
Lot 278 Finlay St	Remove	Release for residential infill development	Remove from POS	Remove from POS
Warruga Park (Lot 279)	Renewal	Renew play facility, provide new shade and seating	No change	No change
Nielsen Esplanade	Remove	Decommission play facility pending Bridgewater Bridge development	Remove from POS	Remove from POS
Bridgewater Bridge	New	Provision of regional open space inclusive of incorporating a regional playground and 'youth plaza' (including sports courts, rebound wall and skate/bmx elements)	New Active open space	Regional

GAGEBROOK AND HERDSMAN'S COVE				
Cris Fitzpatrick Community Park	Upgrade	Upgrade in line with master plan including new play space, pump track, hard paved outdoor youth facility, with multi-purpose goal unit (basketball hoop integrated with soccer goal), and netball hoop to sit next to relocated 'Rage Cage'; New skate park facility and ball game area, Park shelter with youth 'hang-out' seating between court and skate area.	Upgrade to Active open space	No change
Cove Creek Oval	Renewal	Reorient cricket pitch to North-South direction and expand fence line to enable minimum 50m radius (60m preferable) in line with Cricket Australia facility guidelines. Provide additional recreation infrastructure such as cricket nets and tennis courts to support enhanced future use.	No change	Upgrade to Sub-regional/Municipal
Lot 3004 Telopea Crescent	Renewal	Renew play facility and hardcourt, provide new shade and seating	Upgrade to Active open space	No change
Council Office (1 Tivoli Road)	Upgrade	Upgrade in line with masterplan (in progress) including provision of play, outdoor exercise equipment and path/trail network	New Park	New Local
Lot 996 Tottenham Road	Remove	Release (part) for residential infill	Remove from POS	Remove from POS
Lot 3000 Boronia Place	Remove	Release for residential infill	Remove from POS	Remove from POS

Lot 3002 Sattler St	Remove	Release (part) for residential infill	Remove from POS	Remove from POS
OLD BEACH				
Tivoli Green	New	Provision of 2 new POS assets (North and South)	New Park (x2)	New Local (x2)
Childs Drive Park	No change	No change	No change	No change
Lennox Park	No change	No change	No change	No change
BRIGHTON/PONTVILLE				
Pontville Park	Upgrade	Upgrade in line with master plan including extension of Gunn Oval, a range of pavilion/changeroom developments and relocated playground	No change	No change
Ted Jeffries Memorial Park / Seymour Street	Upgrade	Upgrade in line with master plan including revised field layout and new changeroom, playground, youth facility and dog area, and expanded bike track	No change	No change
St Marks Reserve (406 Brighton Road)	No change	No change	No change	No change



6.3 Delivery and funding advice

Arising from this Plan is the need for Council to weigh up the identified priority actions, to determine its own priorities and plans for delivery. This includes seeking to realise opportunities that arise to meet identified needs through a range of delivery strategies, which may include direct investment through capital works budgets; delivery through development agreements in areas where urban renewal is expected to occur, and delivery through innovative models, such as shared use agreements with other government and nongovernment organisations.

The key will be confirming the priorities to be delivered within the next decade – as per capital works budget timeframes – and priorities to be delivered over the medium to longer term.

Additionally, seeking to deliver on priorities in the most efficient way possible and realising renewal through innovative models which may not always require substantial investment budgets.

The indicative timing for the delivery and sequencing of strategic LGA-wide priorities will be influenced by decisions made in other locations. For example, the provision of a new integrated multipurpose facility in a third location between Gagebrook and Old Beach may impact on the delivery or upgrade of facilities in other catchments (eg. Old Beach South).

This Plan broadly approaches indicating timings as follows.

- **Short term (next 1 – 5 years):** these opportunities are identified in the priority actions above, where relevant. These include pop ups and activation opportunities, and immediate internal strategy development that will guide the delivery of medium-long term outcomes.
- **Medium term (next 5 – 10 years):** these delivery priorities focus on identified social infrastructure gaps. They focus on immediate priorities for hard infrastructure delivery, and existing asset upgrade. Planning should begin as soon as possible, for delivery to occur in this timeframe (between 2027-2032).

- **Long term (10 years+):** long term planning for district level need has not been identified as a specific priority action, given their timeframe outside of the scope of current control. These opportunities are identified throughout this document. Specific responses to district gaps that may be amenable to this long-term timeframe are outlined in **Section 3.4**.

All of these priorities are indicative due to a range of factors that will inform Council's ultimate decisions on the strategic priorities for delivery. Short term outcomes are the most directly pressing for implementation, and within Council's direct scope of control.

Following from these priority actions, there are six key priorities for immediate implementation and Council focus. These have been identified based on broad understandings of current community needs, and opportunities that can be achieved within a short-term timeframe. Key recommendations for short-term delivery include:

- Strategic planning development in line with priorities identified above.
- Cost effective pop-ups and activation grants to drive community utilisation and social sustainability outcomes in existing social infrastructure.
- Youth centre, work hub and/or employment program actions.
- Prioritising and delivering existing place-based strategies for open space renewal and associated recreation and social infrastructure delivery.
- Examine and pursue funding opportunities from other levels of government.
- Collaboration and partnerships – collaboration strategy looking at all possible partnerships and collaborations to help achieve their goals for delivery and operation.