

**KATHLEEN SYME LIBRARY AND COMMUNITY CENTRE: CONCEPT
DESIGN AND MANAGEMENT OPTIONS**

14 August 2012

Presenter: Ian Hicks, Manager Community Strengthening

Purpose and background

1. The purpose of this report is to outline concept design options, estimated costs, funding options and a proposed management model for the Kathleen Syme Library and Community Centre (KSLCC).
2. On 8 May 2012, the Future Melbourne Committee resolved to:
 - 2.1 *endorse(s) Model E as, 'a community and cultural facility integrating full service library-information, resources and library-training and learning, shared non exclusive, space for community service provision (including youth services) and social activities and programs' and potential uses of the Kathleen Syme Community Centre, to be progressed to concept design stage;*
 - 2.2 *note(s) the indicative costs for the redevelopment;*
 - 2.3 *request(s) management develop an options paper that considers potential approaches to the governance and management of the Kathleen Syme Community Centre; and*
 - 2.4 *seek(s) a further report to the Future Melbourne Committee in August 2012 that outlines the concept design and management options for the Kathleen Syme Community Centre.*

Key issues

3. In response to the endorsed model and the key principles that formed part of the report to the Future Melbourne Committee in May 2012, Council officers have developed two concept designs for KSLCC:
 - 3.1. Option A: Existing building footprint (Attachment 2) that provides a total gross floor area of 1600sqm at an estimated construction cost of \$12 million (excluding fit-out and operating costs).
 - 3.2. Option B: Proposes an extension (Attachment 3) that provides a total gross floor area of 1870sqm at an estimated construction cost of \$14.5 million (excluding fit-out and operating costs).
4. In summary the key functional differences and challenges for the two options are (refer to Attachment 4):
 - 4.1. Option B (extension) provides for additional library reading and multi purpose space, along with separate arts and performance space.
 - 4.2. Option A (existing footprint) does not provide the additional activity areas identified in 4.1 and would not enable the delivery of Council's full suite of healthy ageing activities and programs. Therefore, this option would require some elements of this program to remain at their current locations, being either Canning Street and/or the Church of All Nations.
 - 4.3. Option A may not adequately provide for the anticipated growth in the Carlton population, which is expected to increase by 67 per cent over the next decade.
5. In regard to funding options, both options A and B would be eligible for State Government funding under the Community Support Grant program (maximum \$500,000) and the Living Libraries Grants (maximum \$750,000). Option B provides the capacity to house all aged service functions. Therefore option B also provides Council with the potential to realise the asset that is currently used for aged services, being a residential property in Canning Street, Carlton. The current valuation for that property is \$2.18 million.
6. It is proposed that the City of Melbourne retain responsibility for day to day operations and landlord functions, consistent with the model at Boyd. A governance mechanism that also provides for appropriate levels of user engagement and involvement in the KSLCC is currently being considered.

Recommendation from management

7. That the Future Melbourne Committee:
 - 7.1. endorses option B for the redevelopment of the Kathleen Syme Library and Community Centre and instructs officers to proceed to the next stage of detailed design and tender development;
 - 7.2. notes the estimated cost of Option B and request management investigate further funding options;
 - 7.3. notes and endorses the proposed management model; and
 - 7.4. instructs the Chief Executive Officer to prepare detailed designs and a tender report for presentation to Council in May 2013.

Attachments:

1. Supporting Attachment
2. Option A Floor Plan
3. Option B Floor Plan
4. Options Summary
5. Executive Summary

SUPPORTING ATTACHMENT

Legal

1. There are no legal implications arising directly from the recommendation. Legal advice and support will be provided in relation to specific project proposals if required.

Finance

2. The detailed design and tender stages of this project are anticipated to take until May 2013, at an estimated cost of \$2 million, which has already been provided for in the 2012-13 Budget
3. The total estimated cost of construction for each option (excluding fit-out, and operating costs) is:
 - 3.1. Option A: \$12 million.
 - 3.2. Option B: \$14.5 million.
4. The estimated fit-out cost (based on costing for the Boyd redevelopment) is:
 - 4.1. Option A: \$2.3 million
 - 4.2. Option B: \$2.6 million
5. The estimated operating costs (based on costing for the Boyd redevelopment) is:
 - 5.1. Option A: between \$1 million and \$1.2 million per annum
 - 5.2. Option B: between \$1 million and \$1.2 million per annum
6. It is anticipated that additional operating revenue will be achieved as follows:
 - 6.1. Café lease - \$40,000-\$50,000 per annum (approximately)
 - 6.2. Venue hire - \$40,000-\$70,000 per annum (approximately)

Conflict of interest

7. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

Stakeholder consultation

8. Comprehensive community engagement activities took place from January to March 2012, and the information gathered through this process has informed the development of the concept designs and proposed governance and management model.
9. A range of internal and external service providers have been consulted as part of developing the concept designs for the Kathleen Syme Library and Community Centre to ensure compatibility with requirements for potential use of the facility.

Relation to Council policy

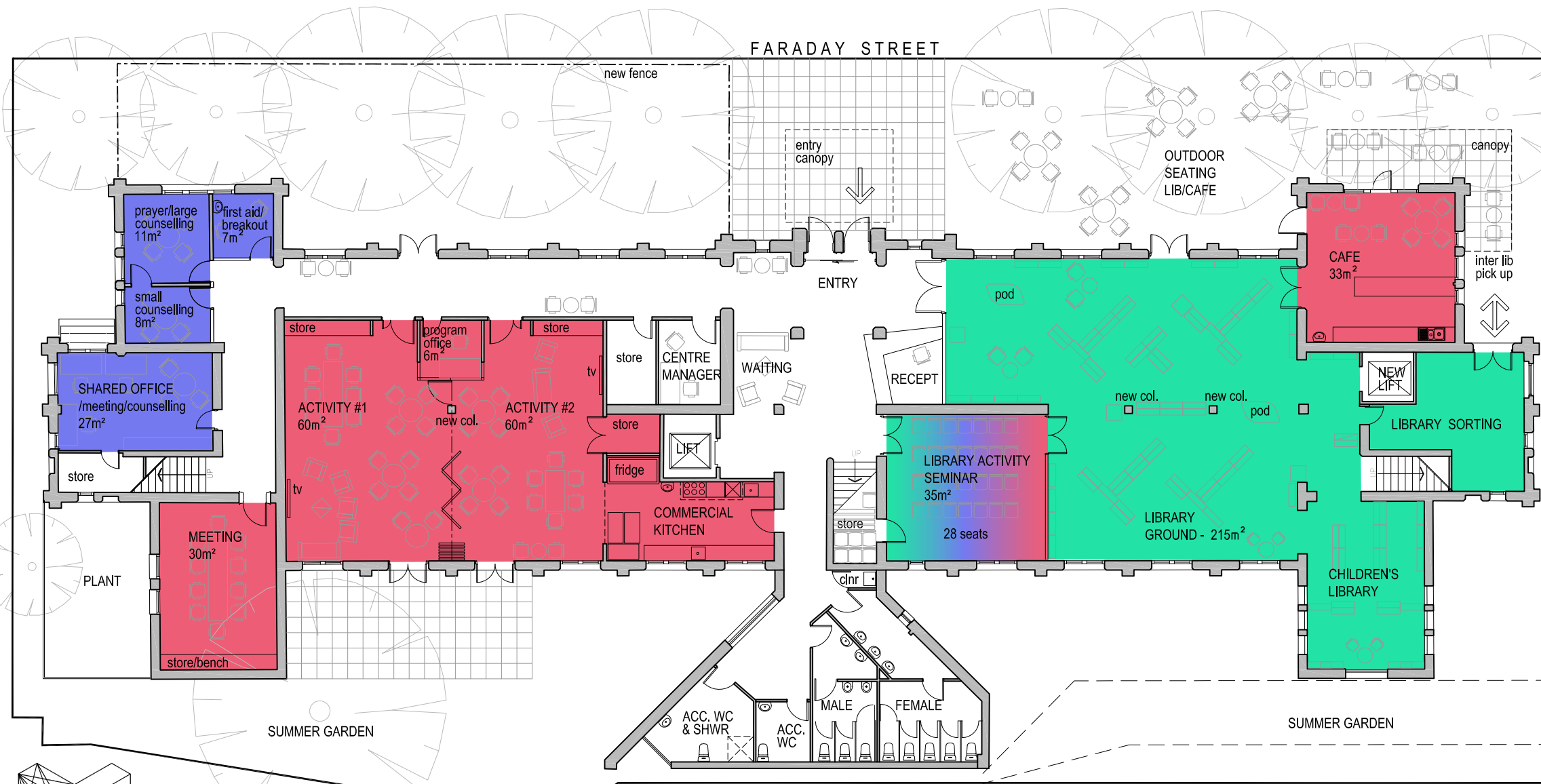
10. The recommendation is consistent with the Community Infrastructure Implementation Framework (endorsed June 2010, revised July 2011).

Environmental sustainability

11. Environmental sustainability issues and opportunities will be considered in the detailed design and documentation of the redevelopment.

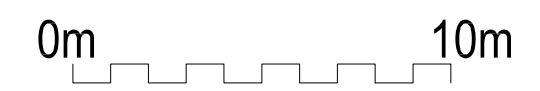


FIRST FLOOR



- INFORMATION & RESOURCES
475 - 600m²
- TRAINING & LEARNING
135m²
- COMMUNITY & SUPPORT SERVICES
50 - 180m²
- SOCIAL ACTIVITIES & PROGRAMS
215 - 340m²

GROUND FLOOR



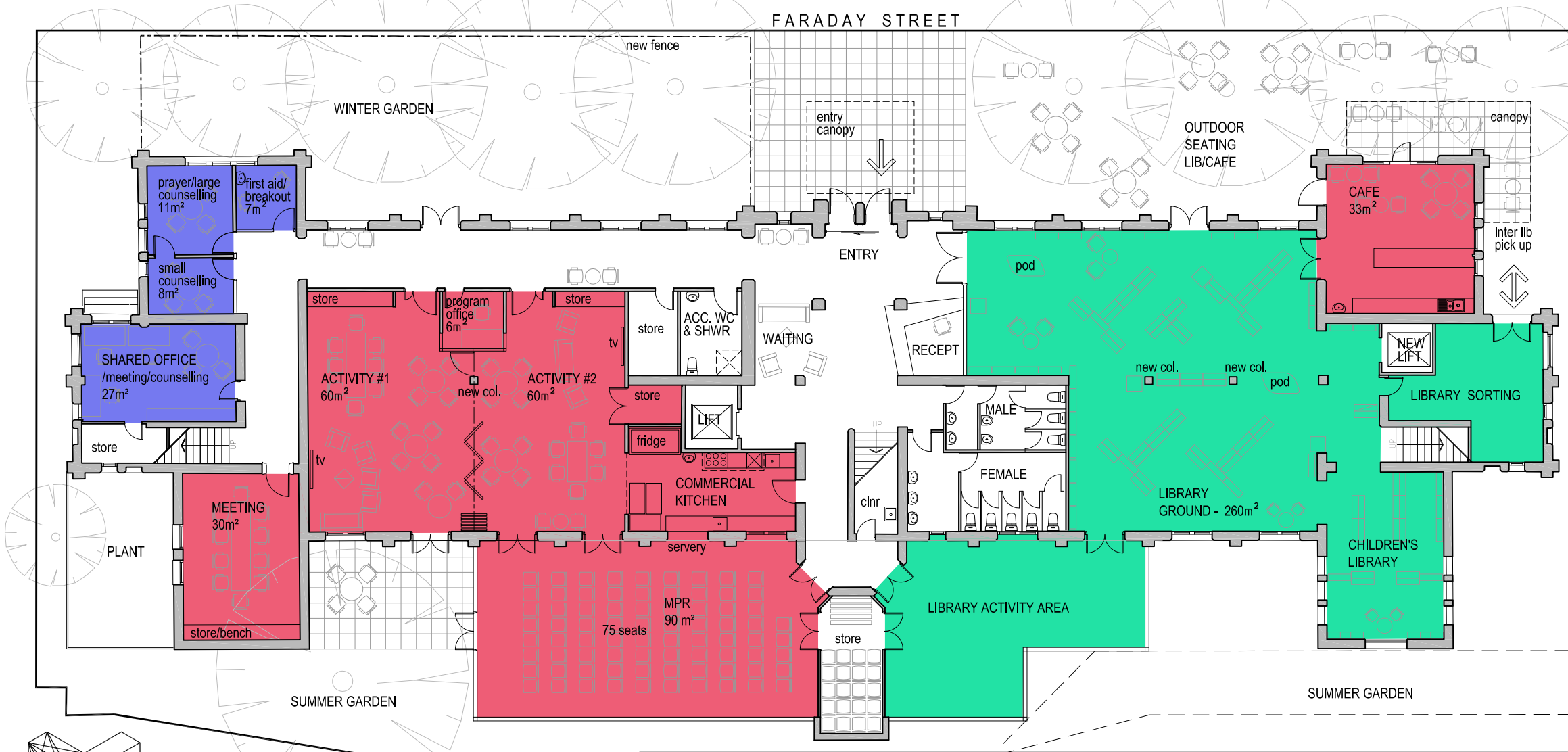
CLIENT CITY OF MELBOURNE	PROJECT KATHLEEN SYME LIBRARY AND COMMUNITY CENTRE OPTION A - WITHIN EXISTING FOOTPRINT	PASSED -	APPROVED -	DRAWN PD	DATE JULY 2012	SCALE 1:200	PROJECT NUMBER 903123	DRAWING NUMBER SD-11
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FIRST FLOOR

- INFORMATION & RESOURCES
530 - 620m²
- TRAINING & LEARNING
135m²
- COMMUNITY & SUPPORT SERVICES
50 - 145m²
- SOCIAL ACTIVITIES & PROGRAMS
430m²



GROUND FLOOR



CLIENT
CITY OF MELBOURNE

PROJECT
KATHLEEN SYME LIBRARY AND COMMUNITY CENTRE
OPTION B - NEW EXTENSION

PASSED	APPROVED	DRAWN	DATE	SCALE	PROJECT NUMBER	DRAWING NUMBER
-	-	PD	JULY 2012	1:200	903123	SD-10

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OPTIONS SUMMARY

OPTION A

(within existing building footprint)

Benefits

- 'Library' (combined Information & Resources and Training & Learning) spaces of approximately 610m² (735m² including the shared zones within the building)
- Community and support services space of approximately 50m² (180m² including shared zones).
- Activities and programs space of approximately 215m² (340m² including the shared zones)
- Less expensive option due to it remaining within the footprint of the existing building.

Challenges

- Space for EITHER healthy ageing activities (Senior Citizens activities currently operating from leased premises at the Church of All Nations, Carlton) OR the Planned Activity Groups (PAGs, currently operating from City of Melbourne premises at 47 Canning St Carlton).
- No allowance for population growth and consequent additional future service needs. Any future extension to the building would be more costly per square metre (than an extension done as part of the redevelopment) and more disruptive to service provision.
- Lack of a theatre/hall/auditorium style space.
- Lack of space for specific activities such as arts and crafts and exercise spaces.
- Significant sharing of space (additional to 'shared zones') required between community support (including youth services), social activities (including Senior Citizens activities) and the Library. This will reduce the capacity of the facility to provide for programmed and community use.

OPTION B

(including extension to existing building footprint)

Benefits

- Space offered is comparable to Option A (existing footprint), but with the addition of:
 - An increased library offer of between 75 – 100 m².
 - An increase in the social/activity space of between 80 – 210m².
- Able to provide for a range of current needs as well as offer flexibility for future requirements.
- Able to accommodate both the healthy ageing and the PAG activities. This allows for significant flexibility in the provision of these services, depending on the future demographic changes and specific client needs.
- Provision of theatrette/hall/auditorium style space.
- Space for specific activities such as arts and crafts (which require dedicated space) and exercise programs.
- Deduction in programming pressure in the first floor spaces.
- The extension to the building allows for future growth and flexibility of service delivery. Extending the building at a later date will be both more costly and more disruptive than when done as part of the redevelopment.

Challenges

- Greater capital cost than Option A of approximately \$2.5million (estimated cost not including fit-out).

EXECUTIVE SUMMARY

Development of Governance and Management Model for the Kathleen Syme Library and Community Centre

Background

The Kathleen Syme Library and Community Centre (KSLCC) located in Carlton, is a community facility owned by the City of Melbourne (Council). Significant consultation has been undertaken with the local community over the past 12 months to receive input on its use. One of the fundamental requirements for the centre is to ensure it is accessible to the broadest section of the community by maximizing its use and minimizing perception of ownership by any particular group.

The full report provides a recommended governance and management model for the establishment of the KSLCC and additional information on critical elements to its successful operation.

Governance and Management Model Priorities

The following points were considered the highest priority in determining the most effective governance and management structure:

- The governance and management structures should be kept as simple as possible to ensure Council and all occupiers and users of the centre have a clear understanding of roles and responsibilities.
- Council needs to reserve the right to determine which services and programs will operate from KSLCC, consistent with Council's identified priorities.
- Current contractual agreements with service providers must be honoured however, providers may change in the future, so no guarantee can be given to existing providers that they have ongoing rights to occupation of the site.
- Council has a commitment to maximising the use of all spaces to ensure the maximum number of community members can benefit.
- Council needs to direct decision making on priority of access criteria and strongly influence the development of booking policy and rules to facilitate maximum use by the community.
- Consulting with the users of KSLCC on a regular basis is critical to the effective establishment and functioning of the facility as a community hub. This will require the development of an effective communication strategy.

- Acknowledgment that KSLCC may require different governance and management approaches and increased resourcing during its establishment phase until it is fully operational. It is recognised that 'getting the culture and effective operation of the centre right' is essential to good long term performance.

Proposed Principles

Principle 1: Community Hubs Model

KSLCC supports the development of a socially sustainable community through the development and fostering of partnerships, alliances, collaborative relationships and exchanges of ideas. It is a gathering place for people and an access point for a range of community building programs, services, activities and events primarily for the benefit of City of Melbourne residents. It is open to the general public and does not exclude specific individuals or groups. Emphasis is placed on shared spaces and resources that encourage multiple use and multiple users rather than ownership of spaces.

Principle 2: Participation and Decision Making

All users will have an opportunity to contribute to the way KSLCC is governed and managed. Engagement strategies will be based on the principles of the City of Melbourne Community Engagement Framework. Decisions made in relation to governance and management will be transparent and accountable.

Principle 3: Responsive to local community needs

Programs, services, activities and events conducted at KSLCC will reflect Council objectives and priorities to address those with the greatest identified need within the City of Melbourne. Programs, services, activities and events conducted at KSLCC will be desired by or valued by the local community.

Principle 4: Sustainability

The sustainability of KSLCC will be secured through sound governance and management; responsible financial management; and the use of environmentally sustainable design principles and practices.

Proposed Structure

The report findings indicate the following as an effective governance and management structure:

Governance	
Structure	Role
<ul style="list-style-type: none"> Internal Council KSLCC Establishment Committee comprising representatives from relevant Council Branches. 	<ul style="list-style-type: none"> Oversee the internal coordination of stakeholders within the facility. Contribute to the development of KSLCC procedures and policy, including development of the booking policies and rules for use. Ensure all occupancy agreements (lease/licenses) are properly administered and adhered to. Develop and oversee a communication and consultation strategy for stakeholders.
User Advisory/Reference Group	
Structure	Role
<ul style="list-style-type: none"> City of Melbourne determined membership that allocates positions/seats to: <ul style="list-style-type: none"> Council representative/s Council provided and directed services (via agreement) Key contracted service providers (TBD) Representatives of key user groups (TBD). 	<ul style="list-style-type: none"> An advisory committee that meets frequently with City of Melbourne officers or management to provide advice/feedback on the operation and management of the centre; and on emerging social or community issues Provide input and advice on new governance and management policies.

Proposed Bookings Policy and Rules of Use

In summary, the development of a sound booking policy and rules of use will underpin the effective use of KSLCC. The policy should reflect requirements for:

- Maximising shared use
- Maximising access opportunities for all members of the community, with a focus on high needs and under-represented groups
- Maximising compatibility of client groups, style of operation and facility requirements
- Environmental and financial sustainability.

Areas for consideration in developing the booking policy and rules of use will include:

- Permitted use
- Hours of operation
- Bookable spaces
- Hours of use
- Fees and charges
- Equipment
- Access to IT
- Storage
- Display
- Parking
- Security
- Occupational Health and Safety
- Insurance
- Cleaning
- Code of Conduct
- Dispute Resolution