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Planning for communities

Key Findings Report

Central Dandenong Community Hub Needs Analysis

Prepared for Greater Dandenong City
Council

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Executive Summary

This report presents the findings from a Needs Analysis which has assessed the current and future demand for community infrastructure in the central Dandenong area. While the City of Greater Dandenong has invested significantly in the development of community infrastructure in central Dandenong in the past decade, a number of factors have motivated Council to consider the need for additional community infrastructure.

The Needs Analysis has involved reviewing key strategic documents and plans and examining best practice in the development of community hubs; evaluating the recent and longer term demographic profile of the Dandenong community; consultation with key stakeholder organisations, community members and Council officers; assessing the current service and facility provision in central Dandenong with a focus upon Council owned or managed buildings; and assessing the current and future demand for community activities, services and buildings in central Dandenong.

This research has informed the development of 5 options for how Council can respond to the current and future need for community building and spaces in central Dandenong, and where relevant, the wider suburb of Dandenong.

Services and Facilities in Central Dandenong

- Central Dandenong is a service hub for the City of Greater Dandenong and more broadly the outer South East Region of Melbourne.
- Community facilities are dispersed across central Dandenong and the road network can make it difficult for pedestrians to navigate between buildings or to access specific sites. While there is generally extensive car parking close to many of the buildings, difficulty accessing car parking is a key reason why community members do not access community buildings in central Dandenong.
- Dandenong Library is the community building community members are most likely to have used in central Dandenong in the past 12 months, followed by the Drum Theatre and the meeting rooms in the Dandenong Civic Centre.
- Many of the buildings are old and /or in poor condition including 39 Clow Street, Dandenong Neighbourhood Community and Learning Centre, Tom Houlihan Centre, Market Street Occasional Care, Dandenong Day Nursery, Walker Street Gallery and Arts Centre, the Memorial Hall and Palm Plaza Meeting Room. This limits how the buildings can be used and means Council must make some decisions in the short term about replacing or upgrading infrastructure.

Population Profile and Service Demand

- Projections indicate there will be extensive residential population growth in Dandenong between 2019 and 2031 with growth expected to highest amongst younger age cohorts (0 – 19 years) and middle-aged adults (35 – 49 years).
- The culturally diverse nature the Greater Dandenong community has driven the development of many different cultural groups and organisations. Most groups are looking for spaces to meet and deliver their programs, and many are supporting community members from refugee and asylum seeker backgrounds. This characteristic along with the high levels of disadvantage in the community, means many individuals and organisations have very limited capacity to pay to access spaces or services. Consequently, there are expectations Council will provide access to community building for little or no cost, creating a significant resourcing burden for Council.
- No additional facilities are required to support maternal and child health (MCH) services or playgroups in central Dandenong. Existing MCH facilities should be retained at Dandenong Primary School and those at 39 Clow Street should be replaced with flexible consulting rooms.
- There is no requirement for Council to provide additional facilities for centre based long day or occasional childcare services in central Dandenong. The commercial childcare market will address future demand for centre based long day childcare and there is an oversupply of occasional childcare places. Existing facilities at Market Street Occasional Care and Dandenong Day Nursery will need to be replaced, and consolidating them to one location should be pursued.
- Population growth and the roll out of funded 3-year-old kindergarten will dramatically increase the demand for kindergarten. While some demand may be accommodated through kindergarten integrated with long daycare, the CGD community has a strong preference for accessing standalone kindergarten services, as this service model is more financially accessible for families.
- Multiple spaces are required to support youth programs for both the current and future population. There is a clear undersupply of youth friendly spaces, although it is acknowledged existing community infrastructure such as Dandenong Library, recreation facilities and open space also support young people.
- Additional activity or program spaces are required to support the older adults and people with a disability in the future. In addition, existing facilities like the Memorial Hall are not DDA compliant.
- There are sufficient community activity or meetings spaces to cater for the current population, but many are in poor condition and require upgrade or replacement. Additional spaces will also be required to cater for the future population. While there may be opportunity to address this need through the community meeting and activity spaces proposed at the redeveloped Dandenong Oasis, the proposed stadium in central Dandenong, the Salvation Army development and proposed Indian Cultural Hub near Dandenong train station, the uncertainty about whether these projects will proceed, along with their fragmented location means their ability to address future demand may be limited.

- No additional facilities are required to support neighbourhood house activities in Dandenong as they use facilities in 8 locations across CGD. But the existing main facilities at 34 King Street and 39 Clow Street are in poor condition and need to be replaced to better support the programs and services delivered by DNCLC. Even if facilities are replaced, DNCLC would continue to use facilities in multiple locations to ensure their programs accessible to the community.

Support for a Community Hub

- Council has a commitment to developing community hubs with inclusive and integrated facilities and services in central locations, to enable easy access by the community and strengthen health and wellbeing outcomes.
- Previous research and planning work has examined options for the development of a community hub in central Dandenong, but these have not proceeded because of the scale and complexity of the project, and because of changes in State and Federal policies and funding programs for early years services.
- Services agencies located in central Dandenong, along with the small number of community members and community organisations who participated in the Needs Analysis consultation, are very supportive of an intergenerational community hub being developed. In addition, community members indicated having a range of centrally located and integrated spaces and services that cater for different age groups and cultural backgrounds, is important.
- Industry benchmarks indicate a multi-use community centre will be required in Dandenong to cater for the future population.

Options and Recommendations

Five options have been explored in relation to addressing current and future need for community facilities in central Dandenong. These are:

Option 1: Upgrade and repurpose existing infrastructure

Option 2: Establish a medium scale community hub in a leased premise (excluding childcare, kindergarten and open space) RECOMMENDED

Option 3: Develop a new medium scale community hub (excluding childcare and kindergarten) RECOMMENDED

Option 4: Repurpose Part of Dandenong Civic Centre as a Medium Scale Community Hub (excluding childcare and kindergarten)

Option 5: Develop a new large-scale community hub (including childcare and kindergarten).

After reviewing the key impacts and considerations for each option, the consulting team recommends:

In the short term (1 – 3 years)

1. Develop a shared understanding between Council and the community about what community hubs are and how they should operate.
2. Establish a medium scale community hub in a leased premises (excluding childcare, kindergarten and open space).
3. Remove the public toilet facilities located at the front of the Palm Plaza meeting room and upgrade the interior.
4. Improve marketing and communication about the availability and suitability of Palm Plaza meeting room and The Castle as venues to support community activity.
5. Relocate the administrative functions of organisations funded by State or Federal government located in Council owned community buildings in central Dandenong, to commercial premises.

In the medium term (4 - 7 years)

6. Develop a childcare facility on the site of the Tom Houlihan Centre and relocate the childcare services from the Market Street Occasional Care Centre and Dandenong Day Nursery to this site.
7. Sell the Memorial Hall, Market Street Occasional Care Centre and Dandenong Day Nursery sites re-investing the funds into the childcare facility on the site of the Tom Houlihan Centre and the medium scale community hub proposed below.

In the long term (8 - 10 years)

8. Develop a new medium scale community hub (excluding childcare and kindergarten). The timing of this and the scale of the facility must consider the timing, scope and impact of other community infrastructure proposed for development in central or wider Dandenong.

1.0 Background

Over the past decade the City of Greater Dandenong has undertaken extensive planning and research about the potential to develop a community hub and an early years' hub in the central Dandenong activity area. While this has not led to the establishment of what might be viewed as a traditional community hub such as the Paddy O'Donoghue Centre in Noble Park, it is critical to recognise Council has invested significantly in:

- Developing the Dandenong Library and civic precinct as a community learning hub
- Establishing small scale early years' hubs by co-locating and integrating kindergarten and maternal and child health services together, and where possible locating these services with primary schools e.g. Dandenong Primary School.

In addition, Council is currently developing a new arts and cultural hub in central Dandenong and is planning for the redevelopment of the Dandenong Oasis aquatic and leisure centre as a wellbeing hub. This facility is located only 1.5km from Dandenong Market and will include community meeting and activity spaces and occasional care facilities. Council is also advocating for the development of a stadium in central Dandenong and while there are currently no plans to progress the project, should this change, community meeting and activity spaces are proposed for inclusion in the development.

The decision to undertake this Needs Analysis has been driven by a number of factors including the retention of Dandenong Oasis at its current location, the age, poor condition and fragmented location of community infrastructure in central Dandenong, the upcoming introduction of 15 hours of funded 3 year old kindergarten, and community interest in the provision of a community hub in central Dandenong.

2.0 The Report

The Needs Analysis is presented in three reports including a *Consultation Report* outlining the findings from the program of consultation and engagement, a *Background Report* providing detailed information from the research and analysis, and this *Key Findings Report* which presents the key findings from the Needs Analysis and outlines various options available to Council in relation to addressing community needs for community activities, services and spaces in central Dandenong. The Needs Analysis has involved:

- Reviewing key strategic documents and plans and examining best practice in the development of community hubs in community settings similar to or relevant to central Dandenong.
- Reviewing and evaluating the recent and longer term demographic profile of the Dandenong community.
- A program of consultation and engagement with key stakeholder organisations, community members and Council officers.
- Assessing the current service and facility provision in central Dandenong with a focus upon Council owned or managed buildings. This has included a high-level assessment of the condition of buildings and their capability to support service delivery.
- Assessing the current and future demand for community activities, services and buildings in central Dandenong, with a focus upon services and activities delivered by Council. This has formed the basis of a gap analysis.
- Identifying options for how Council can respond to the current and future need for community building and spaces in central Dandenong, and where relevant, the wider suburb of Dandenong.

3.0 Defining Activity and Service Catchments

For the purpose of this Needs Analysis, central Dandenong is consistent with the central Dandenong activity centre which encompasses the Dandenong train station, Dandenong Plaza and Dandenong Market, and extends to the north close to The Castle and to the west of Robinson Street. See diagram 3.1 below.

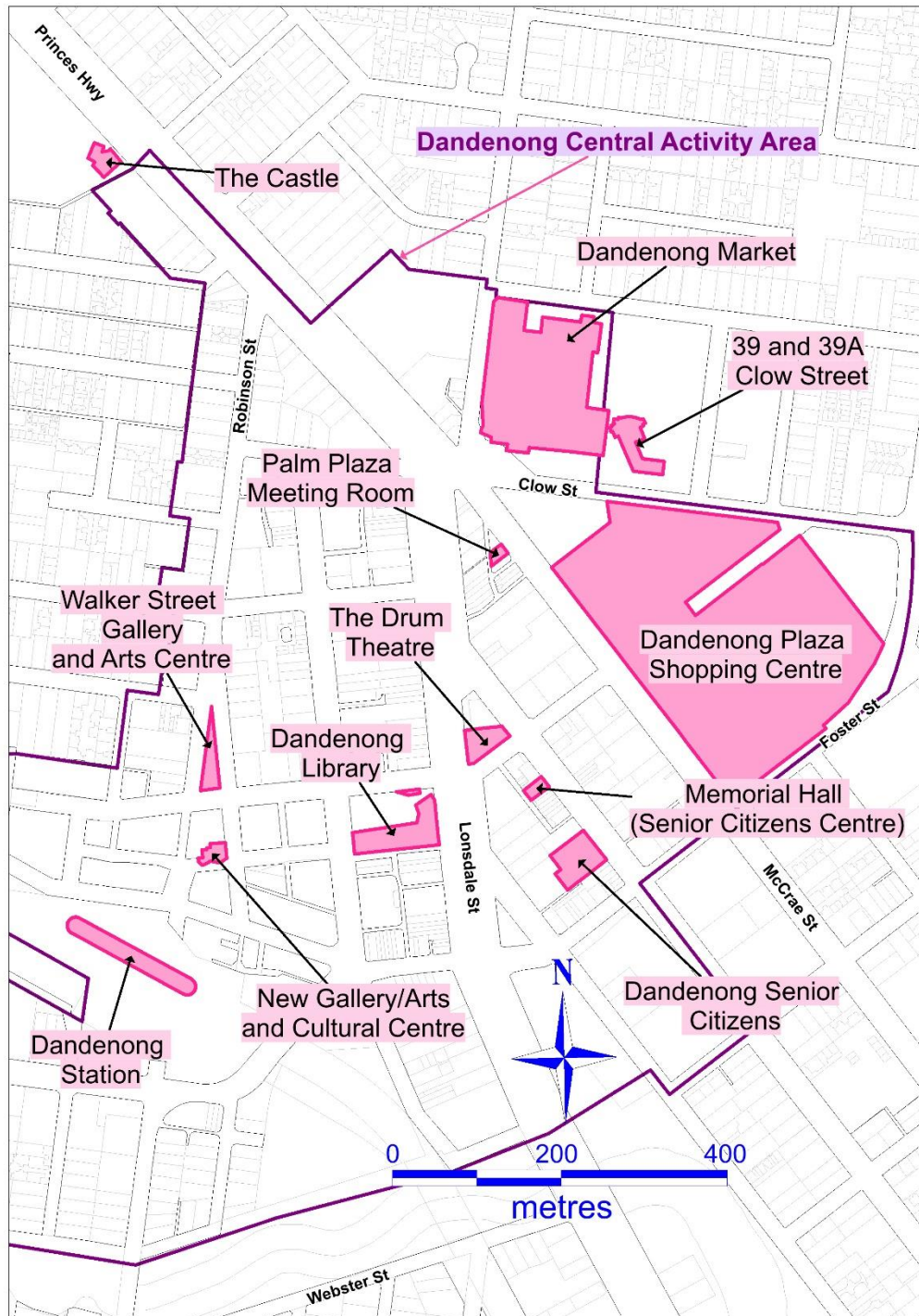


Diagram 3.1: Dandenong Central Activity Centre, July 2020

While this definition provides a broad indication of the physical area examined through the Needs Analysis, the more critical element to understand, is how the catchments vary for different activities and services. Table 3.1 below provides a summary of how the catchments have been defined for various activities and services delivered or supported by Council. These catchments have been critical to assessing the current and future demand for services, activities and infrastructure.

Activity / Service	Catchment Area
Maternal and Child Health	Typically, these services have a very local catchment with families preferring to access services close to their home. This means, the catchment for these services will be consistent with central Dandenong as defined above.
Childcare	
Playgroups	
Kindergarten	Like other early years' services, kindergarten tends to have a very local catchment, however CGD has a kindergarten central enrolment system which means families may not always be able to access the kindergarten closest to their home and some families access kindergarten integrated with long day childcare. The service catchment of this service is therefore the suburb of Dandenong.
Youth services	The service catchment for youth services is predominantly the suburb of Dandenong, but the youth population for the wider City of Greater Dandenong has also been considered because the service draws young people from across CGD.
Family services	The service catchment for family services is the wider City of Greater Dandenong because family services delivered by Council are only located in central Dandenong.
Aged and disability services and spaces	The service catchment for aged and disability services and spaces is the suburb of Dandenong.
Community meeting and activity spaces	The service catchment for community meeting and activity spaces is considered to be the suburb of Dandenong.
Libraries	The service catchment for libraries is the wider City of Greater Dandenong. An important factor here is that Council has made a strategic decision to develop two large scale libraries in the central activity areas of Dandenong and Springvale.
Neighbourhood houses	The service catchment for neighbourhood houses is the suburb of Dandenong.

Table 3.1: Summary of service and activity catchments for the Central Dandenong Community Hub Needs Analysis

4.0 Strategic Context

As part of examining the need for a community hub in central Dandenong, it is important to understand existing priorities Council and the State Government have for the area, and previous planning or research undertaken about community needs and the proposed development of a community hub in central Dandenong. Through key Council documents such as the Council Plan, Imagine 2030, the Community Wellbeing Plan, Community Safety Plan and the Greater Dandenong Planning Scheme - Central Dandenong Planning Policy it is evident Council places a high value upon:

- Improving the health and wellbeing of the Greater Dandenong community through facilitating responsive and inclusive services and programs.
- Delivering quality accessible facilities.
- Pursuing strong partnerships and collaboration with other service providers and community groups.
- Reducing barriers to participation in community life.
- Providing public spaces which support community wellbeing and liveability.

A wide range of documents and reports have been examined with a full list outlined in the Background Research Report. The review of key documents has revealed:

- The plans and strategies provide a consistent description of the social and economic challenges facing central Dandenong, and of the priorities and strategies being pursued to effectively position the Dandenong central activity area for the future.
- Greater Dandenong is experiencing a time of growth and social and economic change. Documents such as Plan Melbourne locate central Dandenong in a regional context and outline strategies to generate economic growth and employment opportunities in the region. The report Addressing Social Isolation in the Southern Metropolitan Region of Melbourne looked at barriers affecting the ability of community members to access employment, education and housing. Various documents outline responses to these challenges including coordination and co-location of services and improving transport options.
- The importance of activity centres in the greater metropolitan area is reinforced in key documents including Plan Melbourne and the Planning Scheme. At the local level, Imagine 2030 has the revitalisation of activity centres as a priority outcome. The common issues raised in relation to realising the potential of the Dandenong activity centre include improved public transport, improved quality of places and equitable access to services. The significant increase in population of the Dandenong central activity area will sustain a larger community services footprint in the precinct.

- Council has undertaken extensive planning and background work in relation to community hubs and specifically regarding the potential to develop a facility in the Dandenong central activity area. The benefits of establishing community hubs are clearly articulated in Imagine 2030 and the Community Hubs Framework with key factors for success including effective governance arrangements, adequate capital funding sources and access to complementary services including public transport.
- There have been detailed assessments of potential sites for a community hub in central Dandenong including in the Dandenong Market precinct and the Tom Houlihan Centre. The most recent proposal has looked at the feasibility of an integrated development incorporating residential, commercial and community facility elements. Such an approach is consistent with the land use and development agenda for the area and may be financially attractive. However, this broader development approach increases the level of complexity for the project and potentially hinders Council's ability to deliver a community hub. A proposal for the site of the Tom Houlihan Centre focused upon the development of a children and family services hub. Since this was examined in 2011, changes in State and Federal government policy and funding programs has seen resources invested in several school sites in Dandenong to provide kindergarten and maternal and child health services.
- Council's commitment to community development principles is reflected in the methodology used to develop the major plans and strategies. The Community Development Framework sets out a commitment to develop a sustainable and resilient community and specifically deals with community hubs. It outlines key requirements including collaboration between service providers and being in a central location to enable residents to access services. The Dandenong central activity centre has the potential to sustain an increase in community services infrastructure given the anticipated increase in population, improvements to public transport and the high-profile central location. This location can support services for the immediate central activity area population and higher order services to support the wider community.
- Key community themes to emerge from the documents are consistent with the Council Plan strategic objectives regarding a healthy, liveable and sustainable city, and a vibrant, connected and safe community. Advocacy for social justice outcomes, involving residents in finding solutions to their needs, and establishing partnerships and relationships with organisations, are consistent aspirations.
- The documents reflect a focus on good design and sustainability which has a community safety and civic pride dimension. The provision of safe and well-designed public places is an objective in the Community Safety Plan and approaches that make public places that are inclusive is a recurring theme. This is in relation to people living with a disability, young people, older adults and people from culturally diverse communities. A number of documents discuss the link between the role of community facilities and public places which respond to community needs, and enhance health and wellbeing.

- There is a strong focus on cultural diversity and inclusiveness, and Council’s objective to provide community facilities, activities and events which are welcoming to young people, older adults and people living with disabilities. *Imagine 2030* discusses nurturing young people and support for lifelong learning so that individuals and the overall community can reach its potential. There are also specific strategies regarding the creation of opportunities for culturally diverse communities to participate in community life. These local objectives are consistent with the policy directions in *Plan Melbourne* advocating for social infrastructure to support strong communities.
- The background work on community hubs recommends that collaboration and integration of services is seen as the preferred approach to hubs and not just co-location of disparate functions. The Council Plan envisages a collaborative approach to creating, enhancing and managing great people focused places. A community hub with integrated and complementary services, set in a welcoming environment and designed in response to identified local needs is anticipated to enjoy a high level of community support.

5.0 Community Profile

Population Size and Age Profile¹

The suburb of Dandenong is projected to experience substantial population growth, increasing from 34,982 in 2019 to 52,742 by 2031. This will represent **growth of 50.8 percent**, which is much higher than the overall City of Greater Dandenong where population growth of 24.4 percent is projected.

	2016	2019	2031	Population Change 2019 - 2031	
Dandenong	30,934	34,982	52,742	17,760	50.8%
Greater Dandenong	157,733	170,454	212,093	41,639	24.4%

Table 5.1: Actual & Projected Population Growth, Greater Dandenong & the suburb of Dandenong, 2016 - 2031

The high population growth projected for the suburb of Dandenong will **increase the demand for services and supports across all age cohorts**, but particularly for the following age cohorts:

- 5 – 9 years (87.5 percent growth)
- 10 – 14 years (98.2 percent growth)
- 35 – 39 years (69.3 percent growth)
- 40 – 44 years (82.5 percent growth)
- 45 – 49 years (78.1 percent growth).

Population growth is projected to be lowest for those aged 20 - 29 years, 60 – 64 years, and 85 plus years

Cultural Diversity and Language²

Greater Dandenong LGA is one of Victoria's most culturally diverse communities, with residents from 157 different birthplaces and 64 percent of the population born overseas. This diversity is also very evident in the suburb of Dandenong with just over 70 percent of residents born outside of Australia at the 2016 Census. The top countries of birth were Afghanistan (11.7 percent), India (10.5 percent), Sri Lanka (6.2 percent), Pakistan (3.5 percent) and China (2.8 percent). Consistent with this, a high proportion of the community speak a language other than English at home (67.3 percent).

¹ City of Greater Dandenong, Population Forecasts by Suburb – Greater Dandenong 2019 to 2031

² City of Greater Dandenong, 2019, Profile of Health and Wellbeing – Greater Dandenong.

ABS, 2016 Census QuickStats – Dandenong State Suburb. Accessed online 28/4/20:

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20702?opendocument

City of Greater Dandenong, 2019, Profile of Health and Wellbeing – Greater Dandenong.

In total 0.5% of the local resident population in the suburb of Dandenong identify as Indigenous Australians (138 persons). This is slightly higher than Greater Dandenong LGA (0.3 percent).

Religion³

Greater Dandenong LGA is home to a diverse faith-base, with the residents comprising of a range of religions and followings. At the 2016 Census, Catholicism was the most predominant faith practiced, with 19.9 percent of the local resident population identifying as Catholic, followed by Buddhism (14.8 percent) and Islam (12.5 percent). This differs somewhat from **the suburb of Dandenong where Islam was identified as the most predominant faith practiced (30.1 percent)**, followed by Catholicism (13.9 percent) and Hinduism (8.6 percent). In total 11.6 of residents of the suburb of Dandenong do not practice any religion compared with 16.9 percent for the Greater Dandenong LGA.

Disadvantage and Wellbeing⁴

Overall, the SEIFA (Socio-Economic Index for Areas) index of relative disadvantage shows residents living in Greater Dandenong LGA experience a very high level of disadvantage, with Central Goldfields the only LGA in Victoria experiencing a higher level of disadvantage. **In the suburb of Dandenong, the disadvantage is even more profound** with the SEIFA score well below the score for Greater Dandenong LGA (835 Dandenong compared with 896 Greater Dandenong).

Key data from the 2016 Census data reinforces this showing the suburb of Dandenong has:

- Much higher rates of unemployment
- A much higher percentage of low-income households
- Fewer households with access to the internet at home
- More people needing assistance with their daily life (experiencing a disability). Of note also is the increasing need for assistance as people age. Of those residents in the suburb of Dandenong who indicated they need assistance with their daily life, half are aged 65 years or older.⁵

³ ABS, 2016 Census QuickStats – Greater Dandenong LGA. Accessed online 28/4/20:

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA22670?opendocument

⁴ ABS, 2016, Local Government Area, Indexes, SEIFA 2016. Accessed online 28/4/20:

<https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/2033.0.55.0012016?OpenDocument>

ABS, 2016 Census QuickStats – Dandenong State Suburb and Greater Dandenong LGA. Accessed online 28/4/20:

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20702?opendocument

ABS, 2016 Community Profiles – Dandenong State Suburb and Greater Dandenong LGA. Accessed online 28/4/20:

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/communityprofile/LGA22670?opendocument

Australia Early Development Census, 2019, Data Explorer. Available online: <https://www.aedc.gov.au/data/data-explorer?id=135279>

⁵ ABS, 2016 Community Profiles – Dandenong State Suburb and Greater Dandenong LGA. Accessed online 28/4/20:

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/communityprofile/LGA22670?opendocument

- A much higher percentage of households without a motor vehicle or only one motor vehicle.

In addition, the Australian Early Development Census (AEDC) which measures the vulnerability of children across 5 domains in the year a child commences school, shows that **children living in the suburb of Dandenong have higher levels of vulnerability** than children across Greater Dandenong LGA and significantly higher levels of vulnerability than children across wider Victoria. While there has been a reduction in the number of children who are identified as being vulnerable between 2012 and 2018, overall a much higher proportion of children in the suburb of Dandenong are vulnerable

Implications for Community Need

As noted previously, the high population growth projected in Dandenong will increase the demand for services and supports across all age cohorts but significant growth in demand is expected for services, programs and supports for:

- Families with children in the middle years and early teenagerhood (5 - 14 years). In addition, notable growth is projected in the number of young people aged 15 – 19 years which is likely to further increase demand for youth services and supports.
- Adults aged between 35 and 49 years. For Council, this may be largely be related to services for families, children and young people because of the high growth in the younger age cohort. i.e. the adult cohort is likely to be the parents of the younger cohort. But it could also be services such as the library and access to gathering places or places to participate in activities.

Noticeable growth in demand is also expected for early years services (close to 50 percent higher than current demand⁶). This means services delivered by Council such as immunisation, maternal child health, family daycare and storytime at the library are likely to see increased demand.

Lower growth in demand for services and supports from the frail aged i.e. those aged 85 years or older and moderate growth in demand for services and supports for those aged between 60 and 80 years. This suggests the demand for spaces such as the Senior Citizens building in Langhorne Street is likely to grow moderately.

The culturally diverse nature the Greater Dandenong community is a unique characteristic and has driven the development of many different cultural groups and organisations. Most groups are looking for spaces to meet and deliver their programs, and many are supporting community members from refugee and asylum seeker backgrounds, which means they have very limited capacity to pay to access spaces or services. The high levels of disadvantage in the community highlight the need for access to low cost or no cost services and facilities but this is a significant challenge for Council as it creates an expectation that all community organisations and individuals should be able to access low cost or no cost services and facilities, resulting in a significant resourcing burden for Council.

The high levels of disadvantage in the community emphasise how important it is to have easy and welcoming access to services and facilities in central locations. Being able to visit one facility where multiple services and programs are located, and there is opportunity to meet and socialise with other community members is an important way of supporting disadvantaged and vulnerable community members.

6.0 Current Service and Facility Provision

6.1 Service Provision

Central Dandenong is a service hub for the City of Greater Dandenong and more broadly the outer South East Region of Melbourne. In addition to services delivered by Council, many service and support agencies with a regional role are located in central Dandenong because:

- Historically Dandenong has been a place of settlement for new migrants and refugees, and services have located themselves in the area to be close to their target cohorts. While settlement patterns are changing with new arrivals moving into the surrounding municipalities of Casey and Cardinia, services have continued to be located in central Dandenong.
- It is identified by the Victorian State Government as one of the key living, learning and work precincts for Melbourne, particularly South East Melbourne.
- There are good public transport services in and out of central Dandenong, making it a relatively easy location for people to travel to, to access services.

Key services delivered by Council in Central Dandenong are:

Early years services including maternal and child health services, immunisation, supported playgroups and family daycare.

Youth and family services including counselling and case management, homework club, school holiday programs, events, engagement and capacity building, recognition programs and family support programs.

Aged and disability services including in home care, community transport and food services.

Library and arts and cultural programs, events and performances.

A broad range of services are also delivered by other agencies in central Dandenong, however, this Needs Analysis has concentrated on services delivered by community or non-government organisations located in Council owned buildings. Services include:

Early years services including kindergarten, occasional care and centre based long daycare.

Youth services including counselling and case management, homework clubs, school holiday programs, engagement and capacity building programs and drop-in sessions.

Migrant and refugee support including settlement services and social support programs.

Community education many of which are directed towards new migrants and refugees. Programs include English language classes, settlement orientation, computer skills, employment and training pathways, mentoring programs, citizenship preparation and training for organisations.

Volunteer support including volunteer screening, placement and training.

Services for older adults and people with a disability including respite care and social support programs.

Emergency relief including material relief, financial counselling and legal services.

Agencies delivering these services from Council owned buildings are:

- South East Community Links (SECL)
- Centre for Multicultural Youth CMY)
- Southern Migrant and Refugee Centre (SMRC)
- Dandenong Neighborhood Community and Learning Centre (DNCLC)
- Greater Dandenong Volunteer Resource Service
- Community kindergarten operators
- Community childcare operators.

A number of other community organisations also operate from or deliver programs from Council owned buildings in central Dandenong. Examples include the Interfaith Network, Dandenong and District Historical Society, Dandenong U3A and various multicultural groups.

A summary of the services delivered in central Dandenong by Council and key community and non-government agencies, is provided in table 6.1 below. Key findings from the review of services include:

- Council has a significant footprint in the delivery of early years services, although community and non-profit organisations also have a notable role through their delivery of childcare and kindergarten services. It is also important to note, commercial childcare operators have a significant footprint both in central Dandenong and more broadly across the City of Greater Dandenong delivering childcare services and to a lesser extent funded kindergarten programs.
- A number of agencies deliver family support services and counselling and case management services for young people.
- Council along with three other agencies has a significant footprint in the youth services space.
- There is a strong link between community education and migrant and refugee support

services i.e. several agencies are funded to deliver settlement services which include community education components. In addition, the Dandenong Neighbourhood Community Learning Centre and Greater Dandenong Volunteer Resource Centre provide community education and training programs, many of which are targeted towards or attract new migrants and refugees.

- Two agencies deliver emergency relief in Council buildings in central Dandenong – Dandenong Neighbourhood Community Learning Centre and South East Community Links.
- The service offerings for older adults and people with a disability appear to be relatively limited but this Needs Analysis has only examined services being delivered from Council buildings.
- Council's is the primary service provider delivering library and arts and cultural services in central Dandenong.

What	CGD	Community NFP	SECL	CYM	SMRC	DNCLC	GDVRS
Early Years							
Maternal and Child Health	√						
Enhanced Maternal and Child Health	√						
Immunisation	√						
Supported Playgroups	√						
Kindergarten		√					
Occasional care		√					
Family daycare	√						
Centre based long daycare		√					
Family Support	√		√		√		
Youth							
Counselling and case management	√		√	√	√		
Homework clubs	√				√		
School holiday programs	√				√		
Events	√						
Engagement and capacity building programs	√			√	√		
Recognition programs	√						
Drop in			√				
Migrant and Refugee Support							
Settlement services			√	√	√		
Social support programs				√	√		
Volunteering							
Volunteer screening and placement							√
Training for volunteers							√
Volunteering opportunities			√	√	√	√	√

What	CGD	Community NFP	SECL	CYM	SMRC	DNH	GDVRS
Community Education							
English language classes					√	√	
Settlement orientation			√			√	
Computer skills					√	√	
Employment training and pathways				√	√	√	
Mentoring programs			√	√			
Citizenship preparation					√		
Training for organisations				√		√	√
Older Adults and People with a Disability							
Respite					√		
In home community care services	√						
Social support programs					√	√	√
Community transport	√						
Food services	√						
Allied health services					√		
Emergency Relief							
Material relief			√			√	
Financial counselling			√				
Legal services			√				
Library, Arts and Culture							
Library	√						
Arts and cultural programs, events and performances	√						

Table 6.1: Community services delivered in central Dandenong in buildings owned or managed by the City of Greater Dandenong, May 2020

6.2 Facility Provision

There are a large number of Council owned and / or managed community buildings in the central Dandenong area. In total 13 have been examined and are depicted on diagram 6.1 below with information provided in table 6.2 about the location, accessibility and condition of the building, the services and agencies operating from the building and the age cohorts supported.

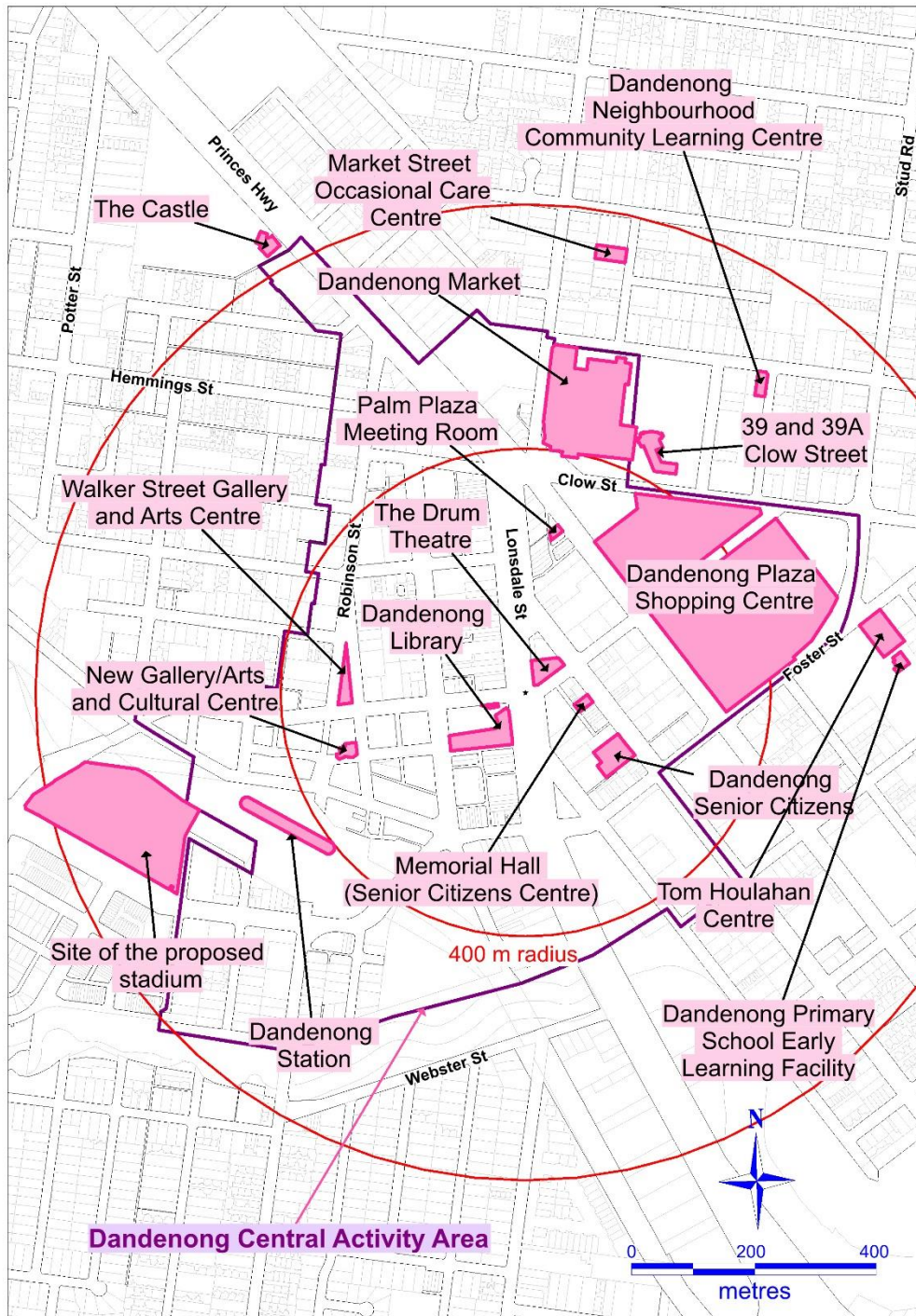


Diagram 6.1: Community facilities in or close to Dandenong Central Activity Centre, July 2020

Key findings about the community buildings are:

- The buildings are dispersed across central Dandenong and the road network can make it difficult for pedestrians to navigate between buildings or to access specific sites. Examples include moving between Dandenong Plaza and the Clow Street buildings, accessing the Tom Houlihan building and MCH and kindergarten on the Dandenong Primary School site, or moving between Dandenong Library and facilities such as the Clow Street buildings.
- While there is generally extensive car parking close to many of the buildings, the availability of car parking is impacted by other activities occurring in the area. For example, car parking around the Clow Street buildings is difficult to access on market days but plentiful on non-market days, while the availability of car parking around the Dandenong Library, civic building and the Walker Street Gallery, is negatively impacted by the proximity to the train station and commercial offices.
- Most of the community buildings have good access to public bus or train services. The exception to this is Dandenong Day Nursery as it is located further away from the CBD in a residential area.
- A number of the buildings are old and in poor condition including 39 Clow Street, Dandenong Neighbourhood Community and Learning Centre, Tom Houlihan Centre, Market Street Occasional Care, Dandenong Day Nursery, Walker Street Gallery and Arts Centre and the Memorial Hall. The cost to maintain these buildings is growing and Council will need to consider the long-term future of these buildings within the next 5 years.
- The most significant capital investments Council has made towards community infrastructure in central Dandenong in the last 5 years are the development of the Dandenong Library and Civic Centre and the development of the maternal and child health and kindergarten facilities on the Dandenong Primary School site. These buildings are both brand new and in excellent condition. As noted earlier in this report Council is also currently developing a new cultural hub to replace the Walker Street Gallery and Arts Centre, and is planning for the redevelopment of the Dandenong Oasis Leisure Centre which is located only 1.5km from the Dandenong Market.
- The buildings support a range of services and agencies with Council delivering services from or having responsibility for managing 9 of the 13 buildings. Two of the buildings are not on Council land and these are Palm Plaza and the maternal and child health and kindergarten facilities on the Dandenong Primary School. Council has a long-term lease for the Dandenong Primary School site and is the committee of management for Palm Plaza which is located on Crown land.
- The buildings support a range of cohorts including children and families, young people, older adults, people from migrant, refugee and diverse cultural backgrounds, community organisations, artists, performers and arts organisations and the general community.

Building	Facility Description	Location and Access	Condition / Fitness for Purpose	Services / Function	Agencies	Cohorts Supported
39A Clow Street	Multi-level building with multiple offices, small meeting rooms, kitchen, toilets and storage facilities.	Located alongside Dandenong Market, the building has extensive car parking on non-market days, is close to public bus services and Dandenong Plaza, but pedestrian access from Dandenong Plaza is difficult because of the road network. It is 1.3km from the train station. It is part of a large parcel of land / precinct owned and controlled by Council.	Structurally sounds with repaired / updated air handling. Internal fit out is tired and does not effectively support administrative functions and service delivery.	Administrative base for CGD Youth and Family Services, Children’s Services and Maternal and Child Health Services. Counselling and case management	City of Greater Dandenong	Children, families and young people, although direct service delivery from the building is very limited.
39 Clow Street	Multi-level building <u>Ground Floor:</u> Reception, lift and amenities; 3 interview / meeting rooms for either 2-6 people with couches; staff / training room, seating about 12-25 people; 3 consulting suits for MCH / allied health services; CGD staff offices for enhanced MCH services <u>First Floor</u> Old Council chamber seating 50 – 60 people; training room seating 20 - 30 people; 3 kitchens (1 larger and 2 small kitchenettes); multiple small – medium sized offices	Located alongside Dandenong Market, the building has extensive car parking on non-market days, is close to public bus services and Dandenong Plaza, but pedestrian access from Dandenong Plaza is difficult because of the road network. It is 1.3km from the train station. It is part of a large parcel of land / precinct owned and controlled by Council.	The mix of offices, small and large meeting rooms and kitchen facilities has effectively supported existing activities, but the building is in poor condition with significant structural issues and is difficult to navigate.	Migrant and refugee support programs and services Volunteering opportunities Volunteer development and placement services Universal and enhanced maternal and child health services Youth programs and activities Strengthening knowledge of and tolerance of different religions Education / learning programs, particularly computer classes	Southern Migrant and Refugee Centre Centre for Multicultural Youth City of Greater Dandenong Interfaith Network Dandenong Neighbourhood Community Learning Centre	New migrants Refugees Asylum seekers Children and families Young people People who wish to volunteer in their community – often this is to gain employment experience

Building	Facility Description	Location and Access	Condition / Fitness for Purpose	Services / Function	Agencies	Cohorts
Dandenong Neighbourhood Community and Learning Centre (DNCLC)	Single level, brick veneer building with timber extension at the rear. Facilities include: front office for 3 people; 2 meeting / classrooms for max of 15 people; small office; domestic kitchen; larger meeting room for 20 people; shed; community garden	Located on the corner of a residential street and backs onto vacant Council owned that is currently used for car parking. The land has been identified as a potential site for high density residential development. It is close to Dandenong Market and the Clow Street buildings and has good access to public bus services but is 1.5km from the train station.	The building is old and because of its design and size (it is a house) it is not able to effectively support the needs of the DNCLC and the community it delivers services to.	Education / learning programs e.g. English language, hospitality, pathways to employment Art, craft and cooking programs Social support programs and activities Community shed program Seniors activities Community garden Meeting space Volunteering	Dandenong Neighbourhood and Community Learning Centre	Asylum seekers Older adults People with a disability General community
Tom Houlihan Centre	Facilities include: Reception area with office, printing area and waiting area; meeting room for 25 – 30 people; staff room and kitchen; 2 interview rooms; 4 offices for approx. 6 people; 2 large storage rooms; 2 small storage rooms; several small offices for different agencies	Located next to Dandenong Primary School, this building has limited car parking, and vehicle and pedestrian access to the site is challenging because of the surrounding road network. The site is approx. 700m from Dandenong Market and 1.5km from Dandenong train station. There is good access to public bus services.	The building is in average to poor condition. It is fit for its current purpose but a decision is required within the next 3 – 5 years about future redevelopment or improvement works.	Crisis support including emergency relief, case management, child support programs, financial counselling Resettlement services including humanitarian resettlement programs, engagement and transition support, community development and capacity building Social support programs. Volunteering	South East Community Links Inc manages the building which is used by a range of agencies e.g. <ul style="list-style-type: none"> Dandenong Historical Society Serbian Welfare Association of Vic. Cambodian Community Welfare Centre Inc. Centre for Philippine Concerns Aust – Vic Disability Resources Centre Good Shepherd / S.E Water Financial Counselling 	Refugees and new migrants Various multicultural communities General community

Building	Facility Description	Location and Access	Condition / Fitness for Purpose	Services / Function	Agencies	Cohorts
Dandenong Primary School Kindergarten and Maternal and Child Health Centre	Facilities include: 2 maternal and child health / allied health consulting suites; 2 kindergarten rooms with capacity for 66 children; community room / MCH waiting room, kitchen, toilets, storerooms, staff office	Located on the Dandenong Primary School site, finding the building can be challenging because it is located at the rear of the school. pedestrian access to the site is challenging because of the surrounding road network. The site is approx. 700m from Dandenong Market and 1.5km from Dandenong train station. There is good access to public bus services.	The building is newly developed and in excellent condition. It is fit for purpose but parking and access to the building can be difficult. It is located behind the Tom Houlihan Centre on Education Department land.	Universal maternal and child health services 3 and 4-year-old kindergarten Playgroups and new parent groups	City of Greater Dandenong Best Chance	Families with children from birth to 5 years of age
Market Street Occasional Care Centre	Facilities include: 3 rooms childcare rooms, toilet and office facilities	Located in a residential area, the Centre is a short walk (200 – 300m) from Dandenong Market, the Clow Street buildings and public bus services.	The building is in poor condition and demolition or a complete refurbishment of the building is required.	Occasional childcare	Community not for profit	Families with children from birth to 5 years of age
Dandenong Day Nursery		Located in a residential area, the Centre is located well away from the central business area of Dandenong and consequently public transport is more limited.	The building is old and experiences issues related to flooding.	Long day childcare Family daycare 4 year old kindergarten	Community not for profit	Families with children from birth to 5 years of age

Building	Facility Description	Location and Access	Condition / Fitness for Purpose	Services / Function	Agencies	Cohorts
Dandenong Civic Centre and Library	Multi-level building including: Retail premises at street level; community meeting spaces, Council entry and library at forecourt level; Council offices levels 2 and 3, commercial offices levels 4 and 5	Located a short walk from Dandenong Station, the building has good access to public transport and there is a large amount of car parking close by, but this is in high demand because of the train station and commercial office premises in the area.	Brand new building in excellent condition.	Council offices. Meeting and function room facilities Dandenong Library Commercial office space Food and beverage outlets	City of Greater Dandenong Commercial legal, accounting, banking services Commercial café operators	General community
Walker Street Gallery and Arts Centre	Single level building including: A meeting / activity space catering for 25 – 40; a performing arts theatre catering for up to 70 people; a gallery space; several office spaces and studios; kitchen facilities	Located a short walk from Dandenong Station, the building has good access to public transport and there is a large amount of car parking close by, but this is in high demand because of the train station and commercial office premises in the area.	The building is considered to be in poor condition, and demolition or complete redevelopment of the building is required. A new gallery is being developed a short distance from this site.	Exhibitions Performance venue Meeting venue Office spaces for arts organisations	The City of Greater Dandenong is responsible for managing the venue and it is used by <ul style="list-style-type: none"> • Artists • Arts organisations • Community organisations • Council 	Artists Arts and community organisations General community
The Castle	Two level building including A performance hall; balcony; meeting / activity room; kitchen (heat and serve)	The building is located in Hemmings Park and opposite Dandenong High school. It is just over 1km from Dandenong train station, and public buses regularly travel past the site. There is extensive car parking around the site but this is in high demand on weekdays.	The building is considered to be in good condition.	Predominantly considered to be a performance venue but is also used for other community events and activities, particularly for young people.	The City of Greater Dandenong is responsible for managing the venue and it is used by <ul style="list-style-type: none"> • Professional and community artists • Arts organisations • Youth organisations • Community organisations • Council 	Performance artists (especially musicians) Arts, youth and community organisations General community

Building	Facility Description	Location and Access	Condition / Fitness for Purpose	Services / Function	Agencies	Cohorts
The Drum Theatre	521 seat performing arts venue including dressing rooms Rehearsal / function room Café and bar	Located on Lonsdale Street, the building is close to Dandenong Plaza, Dandenong Market and the Clow Street buildings. It has good access to public bus services and is a 600m walk to Dandenong Station. There is extensive car parking close to the site but it is in high demand on Market days.	The building is considered to be in good condition.	Performing arts events and activities Community presentations	The City of Greater Dandenong is responsible for managing the venue and it is used by <ul style="list-style-type: none"> Professional and community artists Production companies Arts organisations Community organisations Local schools Council 	Performance artists Arts and community organisations General community
Memorial Hall	Single level building surrounded by retail businesses. Facilities include: Front entry and waiting area; front office area; 1 smaller meeting room for 12-16 people; 1 large meeting hall divisible into two spaces; kitchen facility and toilets.	The building is located close to Dandenong Plaza and public bus services. It is approx. 00m to Dandenong Market and the Clow Street buildings, 350m to Dandenong Library and 700m to Dandenong Station. There is extensive car parking close to the site which experiences variable levels of demand depending on activity in the surrounding precinct.	While the building is well utilised, it is not DDA compliant and is close to the end of its useful life. The kitchen facilities have been upgraded several times in the last 3 years to ensure the building can continue to support a range of activities.	Meeting room and function or activity venue.	The City of Greater Dandenong is responsible for managing the venue and it is used by <ul style="list-style-type: none"> Migrant support groups Multicultural groups Seniors groups University of the Third Age Mental health groups Religious groups / churches 	Older adults New migrants People from multicultural backgrounds General community

Building	Facility Description	Location and Access	Condition / Fitness for Purpose	Services / Function	Agencies	Cohorts
Palm Plaza meeting room	The building is surrounded by retail businesses. Facilities include: Main meeting hall seating approx.40 people, or 60-80 standing; kitchen; and externally accessed male and female toilets shared with the public.	The building is located close to Dandenong Plaza, Dandenong Market and the Clow Street buildings. It is approx. 400m to Dandenong Library and 700m to Dandenong Station. There is extensive car parking close to the site which experiences variable levels of demand depending on activity in the surrounding precinct.	The building is in reasonable condition, however the public toilets at the front of the building make it very unattractive as a place for the community to meet.	Meeting room and function or activity venue.	The City of Greater Dandenong is responsible for managing the venue and it is used by <ul style="list-style-type: none"> • Country Women’s Association (CWA) • Alcoholics Anonymous (AA) • Church Groups 	Community organisations or individuals requiring meeting or activity space.

Table 6.2: Community buildings owned in central Dandenong owned or managed by the City of Greater Dandenong, May 2020

7.0 Community Consultation

Consultation and engagement service agencies and organisations located in Council buildings in central Dandenong, Council officers, individual community members and some community organisations has been an important part of informing and developing the Needs Analysis. It must be acknowledged however, the level of engagement by the broader community was limited due to the impacts of the Covid-19 pandemic. It is likely Council will need to undertake further consultation with the community to inform future planning for community infrastructure in central Dandenong. The detailed results from the consultation and engagement are provided in a separate Consultation Report with a summary of key findings below.

For the Community there are multiple reasons why they access community activities, services or buildings in central Dandenong. The key reasons are proximity to their home, the ability to easily drive to the activity, service or location, the activity or service meets their needs or their family's needs, feeling comfortable accessing the activity, service or building, the activity or service being available when they need it, and the availability of car parking. Many community members travel 15 minutes or less to access activities, services or buildings in central Dandenong.

The primary reason community members do *not* access activities, services or buildings in central Dandenong is difficulty accessing car parking or they can access community buildings closer to their home. Other key reasons are with the activities or services do not meet their needs or their family's needs, the activity or service is not available when they need it, and the quality, age and location of the existing buildings.

Dandenong Library is the community building community members are most likely to have used in central Dandenong in the past 12 months, followed by the Drum Theatre and the meeting rooms in the Dandenong Civic Centre. Community members have also accessed a range of community buildings in wider Dandenong and across the City of Greater Dandenong.

Key ideas for changing or improving community activities or services in central Dandenong are improving information and communication about services and activities available; offering additional or different programs and activities; and reducing the cost of accessing activities and services, especially for older adults. In addition, community members highlighted the importance of having services centrally located and of having a range of integrated services catering for different age groups and cultural backgrounds.

Key ideas for changing or improving community buildings in central Dandenong are:

- Improving the availability of car parking, particularly free or low-cost car parking close to community buildings.
- Reducing the cost of hiring community buildings.
- Providing equitable access to community buildings and places.

- The need for accessible, welcoming spaces to support young people, particularly young migrants.
- Replacing aging community buildings with attractive, modern and welcoming community places.
- Providing spaces to support arts and cultural activities.
- Addressing issues related to specific sites / buildings.

The need for an intergenerational community hub, offering a mix of services and activities and catering for a range of age groups located in the Dandenong Market was raised multiple times through the survey responses and community submissions, but it is important to acknowledge a number of the submissions and survey responses had similar and, in some cases, identical wording, suggesting a co-ordinated campaign of responses may have been initiated by an individual or organisation.

Stakeholder Agencies: Agencies involved in the consultation program support people living across the City of Greater Dandenong and across the wider region. Consequently, the location of their services in central Dandenong and the proximity to the Dandenong Market and public transport is critical to the accessibility of their services.

Agencies believe social disadvantage is growing in the City of Greater Dandenong as the cost of living outstrips income growth. This is resulting in a rapid increase in demand for housing and material aid support with specific issues including rising homelessness and a lack of stable housing; the prevalence of family violence in the community; increasing elder abuse; increasing demand for services to support young people from multicultural backgrounds and in relation to risky online behaviours; the increasing and substantial need for immigration lawyers and immigration support; and the high demand for short term volunteer opportunities for new migrants who must obtain Australian workplace experience.

Other issues raised by agencies in relation to community need were the lack of culturally appropriate mental health and allied health services, the shortage of spaces to support community agencies and organisations and the convergence of vulnerable and disadvantaged people with CALD communities. These elements are different and distinct. Just because you are from a CALD background does not mean you are vulnerable or disadvantaged.

Ideas raised by community agencies about how to address these issues and needs were

- Strengthening the involvement and voice of the community in articulating the services they need and implementing a co-design process engaging people who are active in their communities in designing new community infrastructure.
- Developing a community hub that is welcoming for all, has an intergenerational approach, supports new and emerging communities, supports multicultural communities and provides community gathering spaces.

- Strengthening partnerships with others and service coordination to stretch resources further and to ensure there are no gaps.
- For Council to take a mainstream approach to addressing issues in its local community rather than view cultural diversity as a separate part of the community.
- Increase the investment in public spaces as residential density increases, focusing upon spaces for people to come together / hang out.

For Council Officers the age and poor condition of existing community infrastructure in central Dandenong is a challenge. The location and size of some infrastructure means it has limited capacity for expansion or repurposing, while for other buildings, upgrade or improvement works would substantially increase their usability.

Officers believe demand for Council services and buildings is variable with increasing demand for family support services and spaces for programs and groups. For maternal and child health services, kindergarten and family daycare, demand is fairly stable, while for demand for seniors groups and youth services appears to be declining but this has been impacted significantly by changes to the service delivery model. Service demand is more fully explored as part of the Needs Analysis.

In relation to community hubs, officers believe there is variable understanding across Council and the community about what a community hub is and consequently very different expectations about what a community hub will incorporate, who it will support and how it will operate. In developing a community hub key considerations are the need for flexible infrastructure that can respond to changing community needs, provision of outdoor spaces as much as indoor spaces, ensuring an integrated service model rather than a series of co-located services and infrastructure, and understanding the possible impact of technology upon how people will access services in the future. Another key consideration is Council's future role in providing office space in Council buildings for community and not for profit agencies. An alternate approach could be to co-locate community agencies in vacant commercial space in central Dandenong.

Community Organisations. The two community organisations who requested to be directly engaged through the consultation process have a strong interest in a community hub being developed in central Dandenong. One believes the community is disadvantaged by not having access to a community hub in central Dandenong and that it is an important way community members can feel connected with each other and for new community members to have the opportunity to meet other people. The believe a facility should be located in central Dandenong on the site of the Clow Street buildings because of the access to public buses and Council owns the land. The second organisation has a strong interest as they would like to locate their activities in a community hub if one were developed in central Dandenong. Currently they operate across multiple buildings and find this is both expensive and reduces the opportunities for social interaction between their members, all of whom are older adults.

8.0 Assessment of Service Demand

The expected change in service demand between 2019 and 2031 for central Dandenong and where relevant, the suburb of Dandenong and the City of Greater Dandenong has been examined. This timeframe has been chosen to reflect the availability of reliable population forecast data.

Current and projected demand has been examined for the following service areas:

- Early years services including maternal and child health, kindergarten and childcare including centre based care and family daycare. Playgroups have also been considered
- Youth and family services
- Aged and disability services
- Community meeting and activity spaces.

Consideration has also been given to libraries, neighbourhood houses, and multipurpose community centres (community hub).

The following information has been used to assess the service demand:

- Current and historical data (where available) from services delivered by Council in the central Dandenong area.
- Current and projected population data for central Dandenong and where relevant, the suburb of Dandenong and the City of Greater Dandenong.
- City of Greater Dandenong service benchmarks. These benchmarks have been used by Council over a number of years.
- Growth Area Community Infrastructure Benchmarks. These benchmarks were developed in 2008 to provide guidance about the provision of community infrastructure as new communities were being planned and established. While it is acknowledged the benchmarks focused upon growth areas, they provide clear guidance about the extent of infrastructure required in metropolitan settings.
- Information gathered through engagement with Council officers and stakeholder organisations.
- Information about the condition and fitness for purpose of existing community infrastructure.

It is important to understand each service has a different catchment. The catchment is impacted by the location of existing services and the intended reach of the services. For example, typically universal maternal and child health services are located so they are easy for families to access close to their home. This means maternal and child health services are delivered from 14 locations throughout the City of Greater Dandenong. By contrast, Council has only 2 libraries located in Dandenong and Springvale which draw people from a much wider catchment.

Detailed information about the service demand assessment is provided in the Background Research Report with a summary of the findings provided in this document. A summary table is provided in section 8.2 below.

8.1 Key Findings / Gap Analysis

Early Years

- **While there are more than sufficient maternal and child health consulting suites** in central Dandenong to support existing and future demand for the service, the aging condition and unwelcoming nature of the current building at 39 Clow Street means that Council must consider alternate facilities for the service. Should Council pursue the development of community hub infrastructure, the focus must be upon replacing the existing maternal and child health consulting suites at 39 Clow Street, rather than providing additional spaces. New infrastructure must provide flexible consulting spaces to support maternal and child health services and allied health services.
- **There is currently an oversupply of centre based long day childcare places** in central Dandenong, but this will be absorbed through population growth. While additional places are likely to be required in the future, commercial childcare operators are well placed to respond to any increase in demand which means Council does not need to provide additional centre based childcare places. Should Council pursue the development of new childcare infrastructure, the focus must be upon replacing existing infrastructure, which is aging and no longer fit for purpose, rather than providing additional childcare infrastructure.
- Industry benchmarks indicate **there is currently an oversupply of occasional childcare services** in central Dandenong and the wider suburb of Dandenong and if the existing places remain, the oversupply will continue into the foreseeable future. Supporting this finding, the Market Street Occasional Care Centre in central Dandenong has low utilization rates resulting in 1 of its 3 program rooms not in operation. It is also important to note, the redeveloped Dandenong Oasis Leisure Centre will include occasional care facilities and services. While the service will be designed to support users of the Centre, there is opportunity to make it available to all members of the community.
- **Demand for family daycare is strong**, and population growth along with community preferences for this type of childcare, is likely to see demand for the service remain strong and potentially increase in the future. This does not however, necessarily mean Council will be required to expand its service footprint as there are a number of family daycare providers located in central Dandenong and wider Dandenong.

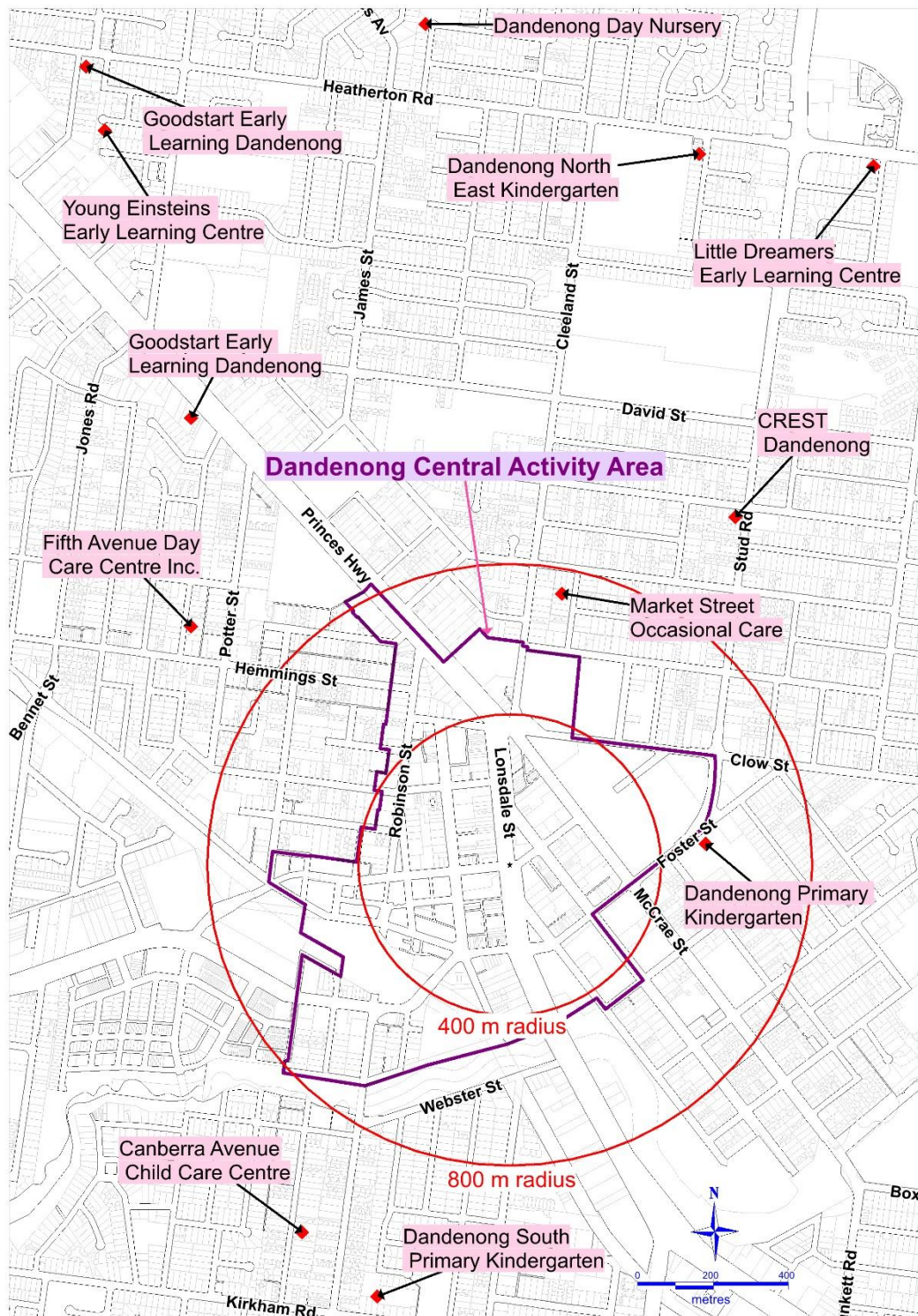


Diagram 8.1: Childcare and kindergarten facilities in or close to central Dandenong, July 2020

- Standalone kindergarten facilities in Dandenong do not have the capacity to cater for population growth and the roll out of 15 hours of funded 3-year-old kindergarten. The catchment area for kindergarten is considered to be larger than services like MCH because the kindergarten central enrolment scheme means families are not always able to access the kindergarten closest to their home, and some families may choose to access kindergarten

integrated with centre based long day childcare. Consequently, the demand analysis has included kindergarten services offered at Dandenong Primary School Kindergarten, Dandenong North East Kindergarten, Dandenong West Primary School Kindergarten, Dandenong South Primary School Kindergarten, Dandenong South Pre School and Dandenong Day Nursery (long day childcare provider). It is estimated an additional 442 places, or 7.3 kindergarten rooms will be required to meet the needs of families accessing kindergarten in Dandenong by 2031. While the State Government Department of Education and Training believes a significant proportion of this demand can be catered for through kindergarten integrated with centre based long day childcare, this ignores the strong preference the community has for accessing kindergarten operating as standalone services. This preference is driven by the high levels of disadvantage in the community. Where funded 4-year-old kindergarten is integrated with long day childcare services, families continue to pay the daily childcare fee. Where families access kindergarten through a standalone service, they pay minimal or low fees. Note: In 2018, nearly 75 percent of children enrolled in funded 4-year-old kindergarten at the Dandenong Primary School site, received a kindergarten fee subsidy.

- Industry benchmarks indicate **there are sufficient playgroups available in Dandenong to cater for both current and future demand**. However, the value of playgroups as a way of reducing social isolation and supporting parents and children to understand about the value of play cannot be underestimated. Continued support for playgroups is a key way of helping families who are new to the community to meet other families, building community connections and resilience.

Youth and Family Services

- **Overall, Dandenong and more widely the City of Greater Dandenong has an undersupply of spaces to support young people**. There are limited spaces to deliver youth programs, and generally limited spaces that are welcoming for young people. In addition, the existing facilities at 39 Clow Street are limited and unwelcoming and more suitable interview rooms / spaces must be developed to meet both current and future needs of families, children and young people accessing family support services. It is important to acknowledge however, that existing community facilities such as Dandenong Library, recreation facilities and open space also support young people. When they are well designed and operated, they are effective in supporting health and wellbeing outcomes for young people.

Aged and Disability Services

- Industry benchmarks indicate **there are not enough spaces to support programs and activities for older adults in the suburb of Dandenong for both the current and future community**. While the suburb is only slightly undersupplied for the current population, the condition and accessibility of the existing infrastructure must also be considered. The Memorial Hall in central Dandenong is not DDA compliant and is at the end of its useful life. So, while the building supports programs and activities for older adults, it is of poor quality and requires replacement.

Community Meeting Space

- While industry benchmarks suggest Dandenong has sufficient meeting spaces to cater for the current population and demand, this fails to recognise the age, poor condition, lack of accessibility and fragmented location of the existing infrastructure i.e. the infrastructure is located on multiple sites right across central Dandenong and the surrounding area. In addition, the suburb does not have sufficient spaces to cater for the future population. There are a number of developments planned in central or wider Dandenong which may help to address this shortfall including the redevelopment of the Dandenong Oasis Leisure Centre, the proposed development of a stadium in central Dandenong, a proposed development by the Salvation Army in central Dandenong and the proposed development of an Indian Cultural Hub near the Dandenong train station. All of these develops and proposed to include community meeting and activity spaces and if they proceed as planned, will assist in addressing the shortfall in community meeting and activity spaces. However, there remains uncertainty about whether the stadium and Indian Cultural Hub will proceed and the location of the spaces means that community meeting and activity spaces will continue to be fragmented across central and wider Dandenong and opportunities for service integration will be much more limited.

Libraries

- The suburb of Dandenong has a relatively high provision of library services in relation to the current and future population size. While some industry benchmarks suggest the City of Greater Dandenong has an undersupply of Libraries, it is important acknowledge the scale of the Dandenong and Springvale libraries and the strategic decision Council has made to centralise library services in two key accessible locations. In addition, Council is currently developing a Library Strategy which will provide more considered and clear advice about future community needs in relation to library services and facilities.

Neighbourhood House

- While industry benchmarks suggest the suburb of Dandenong has a low provision of neighbourhood house / community learning centre programs (organisations), it is important to acknowledge the significant footprint DNCLC and other organisations have in delivering services and supports within Dandenong. Currently DNCLC delivers programs from 8 sites across Dandenong, substantially expanding the reach and capacity of the organisation. **The more critical consideration is the availability of suitable spaces to support their programs and activities.** DNCLC advises the two main sites they operate from i.e. King Street and 39 Clow Street, broadly meet the needs of their organisation, although these two buildings have been assessed as being old and in poor condition. While DNCLC would welcome having access to new facilities integrated with other community spaces and services, they estimate they would continue delivering up to 35 percent of their programs in outreach locations to ensure their programs and activities are accessible to the community.

Multipurpose Community Centres (Community Hub)

- Overall, the current provision of 3 large scale centres (including Springvale Community Hub) and the medium scale Springvale Service for Children across the City of Greater Dandenong is reasonable for the existing population. However, as the population grows particularly in Dandenong, industry benchmarks indicate Council must consider the need for an additional multipurpose community centre. The lack of provision of this type of facility in Dandenong, along with the high population growth projected in the area, indicates that **if Council was to invest in an additional multipurpose community centre, this should be located in Dandenong.**

8.2 Summary of Gap Analysis

Services	Current Population			Future Population			Infrastructure Response Required by Council
	Infrastructure Oversupply	Infrastructure Undersupply	Sufficient Supply	Infrastructure Oversupply	Infrastructure Undersupply	Sufficient Supply	
Maternal and child health	√			√			No additional facilities required. Retain facilities at Dandenong Primary School and replace existing facilities at 39 Clow Street with flexible consulting rooms.
Centre based long day childcare	√				√		No additional facilities recommended as commercial market will respond to future need. Replace existing aging facilities as needed – Dandenong Day Nursery.
Centre based occasional care	√			√			Replace existing aging facilities but with reduced capacity – Market Street Childcare Centre.
Family daycare	n/a	n/a	n/a	n/a	n/a	n/a	None required as service delivery does not rely on Council infrastructure.
Standalone kindergarten	√				√		Additional facilities required (est. 7.3 rooms) in the suburb of Dandenong.
Playgroups	√			√			No additional facilities required.
Youth and family services		√			√		Replace small meeting and interview rooms at 39 Clow Street and provide additional spaces to support youth programs. Multiple spaces required both now and in the future.
Aged and disability services			√		√		Replace Memorial Hall as aging and not DDA compliant. Additional facilities also required to cater for future population.
Community meeting spaces			√		√		Upgrade or replace existing facilities. Additional facilities also required for future population.
Libraries			√		√		No additional facilities required in Dandenong, but the City of Greater Dandenong is undersupplied.
Neighbourhood house programs			√			√	No additional facilities required, but existing main facilities in poor condition and will need to be replaced. DNCLC expects to continue using spaces across Dandenong.
Multipurpose community centre	√				√		A multipurpose community centre will required in Dandenong to cater for the future population.

9.0 Summary of Key Findings

Services and Facilities in Central Dandenong

- Central Dandenong is a service hub for the City of Greater Dandenong and more broadly the outer South East Region of Melbourne. In addition to services delivered by Council, many service and support agencies with a regional role are located in central Dandenong.
- Services delivered by Council in central Dandenong include early years services (maternal and child health, immunisation, supported playgroups, family daycare), youth and family services (counselling and case management, school holiday programs, events, engagement and capacity building, family support programs), aged and disability services (in home care, community transport and food services), library, arts and cultural programs, events and performances.
- Services delivered by other agencies in Council buildings include early years (kindergarten, occasional care and centre based long daycare), youth services, migrant and refugee support, community education, volunteer support, emergency relief, and services for older adults and people with a disability. There is a high expectation Council will provide not only programming space but also office and administrative spaces for these organisations.
- Community facilities are dispersed across central Dandenong and the road network can make it difficult for pedestrians to navigate between buildings or to access specific sites. While there is generally extensive car parking close to many of the buildings, difficulty accessing car parking is a key reason why community members do not access community buildings in central Dandenong. Other factors are the cost of accessing the buildings and the availability of other community buildings closer to their home.
- Dandenong Library is the community building community members are most likely to have used in central Dandenong in the past 12 months, followed by the Drum Theatre and the meeting rooms in the Dandenong Civic Centre. Community members have also accessed a range of community buildings in wider Dandenong and across the City of Greater Dandenong.
- Many of the buildings are old and /or in poor condition including 39 Clow Street, Dandenong Neighbourhood Community and Learning Centre, Tom Houlihan Centre, Market Street Occasional Care, Dandenong Day Nursery, Walker Street Gallery and Arts Centre, the Memorial Hall and Palm Plaza Meeting Room. This fundamentally limits how the buildings can be used and means Council must make some decisions in the short term about replacing or upgrading infrastructure.

Population Profile and Service Demand

- Projections indicate there will be extensive residential population growth in Dandenong between 2019 and 2031 with growth expected to highest amongst younger age cohorts (0 – 19 years) and middle-aged adults (35 – 49 years).

- The culturally diverse nature the Greater Dandenong community has driven the development of many different cultural groups and organisations. Most groups are looking for spaces to meet and deliver their programs, and many are supporting community members from refugee and asylum seeker backgrounds. This characteristic along with the high levels of disadvantage in the community, means many individuals and organisations have very limited capacity to pay to access spaces or services. Community members who engaged in the Needs Analysis consultation identified reducing the cost of hiring buildings as a key change or improvement they would like to see for community buildings in central Dandenong. This along with the high and increasing levels of disadvantage in the community drives expectations that Council will provide access to community building for little or no cost, creating a significant resourcing burden for Council.
- The assessment of current and future service demand found:
 - No additional facilities are required to support maternal and child health services in central Dandenong. Existing facilities should be retained at Dandenong Primary School and those at 39 Clow Street should be replaced with flexible consulting rooms.
 - There is no requirement for Council to provide additional facilities for centre based long day or occasional childcare services in central Dandenong. The commercial childcare market will address future demand for centre based long day childcare and there is an oversupply of occasional childcare places. Existing facilities at Market Street Occasional Care and Dandenong Day Nursery will need to be replaced, and consolidating them to one location should be pursued.
 - Population growth and the roll out of funded 3-year-old kindergarten will dramatically increase the demand for kindergarten. An assessment of industry benchmarks suggests an estimated 7.3 additional kindergarten rooms will be required. While some demand may be accommodated through kindergarten integrated with long daycare, the CGD community has a strong preference for accessing standalone kindergarten services, as this service model is more financially accessible for families.
 - No additional activity or programs spaces are required to support playgroups.
 - Multiple spaces are required to support youth programs for both the current and future population. There is a clear undersupply of youth friendly spaces although it is acknowledged existing community infrastructure such as Dandenong Library, recreation facilities and open space also support young people.
 - Additional activity or program spaces are required to support the older adults and people with a disability in the future. In addition, existing facilities like the Memorial Hall are not DDA compliant.
 - There are sufficient community activity or meetings spaces to cater for the current population, but many are in poor condition and require upgrade or replacement. Further, additional spaces will be required to cater for the future population. While there may be opportunity to address this need through the community meeting and activity spaces

proposed at the redeveloped Dandenong Oasis, the proposed stadium in central Dandenong, the Salvation Army development and proposed Indian Cultural Hub near Dandenong train station, the uncertainty about whether these projects will proceed, along with their fragmented location means their ability to address future demand may be limited.

- No additional facilities are required to support neighbourhood house activities in Dandenong as they use facilities in 8 locations across CGD. But the existing main facilities at 34 King Street and 39 Clow Street are in poor condition and need to be replaced to better support the programs and services delivered by DNCLC. Even if facilities are replaced, DNCLC would continue to use facilities in multiple locations to ensure their programs accessible to the community. They estimate around 35 percent of their programs would be located away from their main facility even if their existing facilities at 34 King Street and 39 Clow Street were replaced.

Support for a Community Hub

- Council has a commitment to developing community hubs with inclusive and integrated facilities and services in central locations, to enable easy access by the community and strengthen health and wellbeing outcomes.
- Previous research and planning work has examined options for the development of a community hub in central Dandenong, but these have not proceeded because of the scale and complexity of the project, and because of changes in State and Federal policies and funding programs for early years services.
- Services agencies located in central Dandenong, along with the small number of community members and community organisations who participated in the Needs Analysis consultation, are very supportive of an intergenerational community hub being developed. In addition, community members indicated having a range of centrally located and integrated spaces and services that cater for different age groups and cultural backgrounds, is important.
- Industry benchmarks indicate a multi-use community centre (community hub) will be required in Dandenong to cater for the future population.

10.0 Options

The options outlined below have been developed after careful consideration of the key findings discussed in section 9 above. Five options have been explored in relation to addressing current and future need for community facilities in central Dandenong. These are:

- Option 1:** Upgrade and repurpose existing infrastructure
- Option 2:** Establish a medium scale community hub in a leased premise (excluding childcare, kindergarten and open space) **RECOMMENDED**
- Option 3:** Develop a new medium scale community hub (excluding childcare and kindergarten) **RECOMMENDED**
- Option 4:** Repurpose Part of Dandenong Civic Centre as a Medium Scale Community Hub (excluding childcare and kindergarten)
- Option 5:** Develop a new large-scale community hub (including childcare and kindergarten).

A summary of the options, and the key impacts and considerations for each option is provided below, with more detailed information outlined in Appendix A.

After reviewing the key impacts and considerations for each option, **the consulting team recommends Council implement options 2 or 3**. The key reasons are:

- Option 1 will provide only a short-term solution. Population growth will increase the demand for spaces to support community activities and services, and even with improvements to the existing facilities, they will not be able to cater for future demand. Option 1 could however, be implemented in tandem with option 3, providing Council with time to plan for and develop community hub infrastructure.
- Option 2 requires minimal capital investment and can be achieved in the short term. It could also be a short to medium term solution providing time for Council to see whether other community infrastructure projects proposed in and around central Dandenong proceed and what impact this will have upon the demand for community infrastructure.
- While Option 3 will require significant capital investment, it responds directly to the community needs identified through the assessment of current and future service demand. It is important to note however, this option is unlikely to be achieved in the short to medium term because of existing commitments Council has for building other community infrastructure such as the Dandenong Oasis Leisure Centre and the Keysborough South Community Hub.
- Option 4 requires Council to take a significantly different approach to the one it has committed to for the Dandenong Civic Centre building i.e. to remove part or all of the commercial tenancies operating from the building. This cannot be achieved in the short to medium term because of existing lease arrangements, and the business case for the

development was premised on the commercial tenancies both providing a source of income, and helping to activate Harmony Square and the Lonsdale Street frontage.

- Option 5 includes the provision of childcare and kindergarten as part of developing a large-scale community hub. Families usually prefer to access kindergarten and childcare close to their home, and Council has made a strategic decision to co-locate kindergarten services with schools. Locating kindergarten and childcare facilities in central Dandenong, particularly around the Dandenong Market or Civic Centre precinct is inconsistent with these findings. In addition, the capital investment and site footprint required to support a large-scale hub is significant. A site large enough to cater for a large-scale community hub in central Dandenong such as in Clow Street could be better used to support future expansion of the Dandenong Market or medium or high-density residential development.

Option	Summary of Features	Summary of Key Impacts / Considerations
Option 1: Upgrade and Repurpose Existing Infrastructure	<ul style="list-style-type: none"> • Palm Plaza, the Memorial Hall and 34 King Street are upgraded • Expanded use of The Castle is facilitated. • Market Street Occasional Care Centre and Dandenong Day Nursery are relocated to the Tom Houlihan Centre. • Increased demand for kindergarten is met through the expansion of kindergarten facilities on school sites. • 39 Clow Street is demolished and the services and agencies operating from the building are relocated to commercial office premises in central Dandenong 	<ul style="list-style-type: none"> • Could be considered an interim or short-term step, with options 2 or 3 pursued as longer-term initiatives. • Community buildings, activities and services would continue to be fragmented across central Dandenong. • Demolition of 39 Clow Street is proposed because of the age and poor condition of the building. While this would reduce the number of community spaces available in central Dandenong, the community meeting and activity spaces proposed as part of the Dandenong Oasis redevelopment would assist in offsetting this. • Improving the Memorial Hall and 34 King Street will provide short to medium term benefits; however, it is likely Council will need to consider replacement of both buildings within 10 years. • The demolition of 39 Clow Street would require alternate locations to be secured for programs delivered by Family and Youth Services and Maternal and Child Health Services. • The Market Street Occasional Care Centre and Dandenong Day Nursery sites could be sold with the funds reinvested into the development of the Tom Houlihan Centre as a childcare centre, and improvement works to Palm Plaza, the Memorial Hall, 34 King Street and The Castle. • The relocation of agencies and organisations from 39 Clow Street and the Tom Houlihan Centre to commercial premises will allow community buildings to be used more fully for program and service delivery rather than office / administration space, and will help to reduce the high vacancy rates for commercial buildings in central Dandenong. • Council officers would remain at 39A Clow Street.
Option 2: Establish a Medium-Scale Community Hub in a leased premises (Excluding Childcare, Kindergarten and open space)	<ul style="list-style-type: none"> • MCH and Youth and Family Services delivered by Council. • Spaces for young people, older adults and people with a disability, and meeting / activity spaces. • Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. • Program and office space for DNCLC, and possibly GDVRS and the Interfaith Network. • Program space to support programs by SMRC, CMY and SECL. No office space would be provided for these agencies. 	<ul style="list-style-type: none"> • It would help to address the fragmentation of community facilities, services and activities in central Dandenong, improving access for the community and supporting stronger connections between services. • There would be an increase in the spaces available for the delivery of community activities and services. • 39 Clow Street and 34 King Street are proposed for demolition because of the age and poor condition of the building and the Memorial Hall is recommended for sale with the funds reinvested into other community infrastructure in central Dandenong including Palm Plaza and the Tom Houlihan Centre. 39 Clow Street and 34 King Street could support future expansion of Dandenong Market and / or high-density residential development. • Increased demand for kindergarten is met through the expansion of kindergarten facilities on school sites. • Childcare at the Market Street Occasional Care Centre and Dandenong Day Nursery is relocated to the Tom Houlihan Centre and funds from the sale of these sites reinvested into the Tom Houlihan Centre, Palm Plaza, and The Castle. Council could facilitate access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong including SMRC, CMY and SECL. • No open space can be provided under this option unless a roof top or balcony areas can form part of the leased premises.

Option	Summary of Features	Summary of Key Impacts / Considerations
Option 2 continued...		<ul style="list-style-type: none"> • Council would need to consider how car parking needs can be accommodated for activities and services delivered from the leased building. Options may include car parking available as part of the lease, repurposing Council owned car parking Council or building additional car parking at significant cost. • The capital investment required is likely to be minimal compared with constructing a new building, however there is an ongoing cost to rent a building or part of a building. Indicative estimates suggest the site footprint required is just over 1,700m² exclusive of car parking and outdoor space. The cost to lease a space of this size is estimated to be between \$300,000 and \$400,000 per annum (ex GST). • There is extensive vacant commercial office space available in central Dandenong and it would not be difficult to secure a site. • Careful consideration must be given to the operating model and any design work required for the community hub. • Palm Plaza is to be upgraded and use of The Castle expanded. • Council officers would remain at 39A Clow Street.
Option 3: Develop a New Medium-Scale Community Hub (Excluding Childcare and Kindergarten)	<ul style="list-style-type: none"> • MCH and Youth and Family Services delivered by Council. • Spaces for young people, older adults and people with a disability, and meeting / activity spaces. • Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. • Program and office space for DNCLC, and possibly GDVRS and the Interfaith Network. • Program space to support programs by SMRC, CMY and SECL. No office space would be provided for these agencies. 	<ul style="list-style-type: none"> • It would help to address the fragmentation of community facilities, services and activities in central Dandenong, improving access for the community and supporting stronger connections between services. • There would be an increase in the spaces available for the delivery of community activities and services. • 39 Clow Street and 34 King Street are proposed for demolition because of the age and poor condition of the building and the Memorial Hall is recommended for sale with the funds reinvested into the community hub development. 39 Clow Street and 34 King Street could support future expansion of Dandenong Market, high density residential development, or be the location of the medium-scale community hub. • Increased demand for kindergarten is met through the expansion of kindergarten facilities on school sites. • Childcare at the Market Street Occasional Care Centre and Dandenong Day Nursery would be relocated to the Tom Houlihan Centre and funds from the sale of these sites reinvested into the Tom Houlihan Centre, Palm Plaza and The Castle. • Council could facilitate access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong including SMRC, CMY and SECL. • The investment and site footprint required is moderate to significant. Indicative estimates suggest the site footprint required is nearly 5,500m² inclusive of outdoor space and car parking. The floorspace requirements could be located over multiple levels but a notable ground floor footprint will still be required to accommodate outdoor space. • Development of the operating model and design must actively engage officers involved in service delivery and management of the hub. • Palm Plaza is to be upgraded and use of The Castle expanded. • Council officers would remain at 39A Clow Street.

Option	Summary of Features	Summary of Key Impacts / Considerations
Option 4: Repurpose Part of Dandenong Civic Centre as a Medium Scale Community Hub	<ul style="list-style-type: none"> • MCH and Youth and Family Services delivered by Council. • Spaces for young people, older adults and people with a disability, and meeting / activity spaces. • Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. • Program and office space for DNCLC, and possibly GDVRS and the Interfaith Network. • Program space to support programs by SMRC, CMY and SECL. No office space to be provided for these agencies. 	<ul style="list-style-type: none"> • The Civic Centre building in many ways already operates as a community hub with the Dandenong Library, the civic meeting spaces and Harmony Square. The provision of additional community meeting, activity and learning spaces as part of the building would strengthen its role as a community hub and position it to have a similar role and be of a scale similar to the Springvale Community Hub. • It would help to address the fragmentation of community facilities, services and activities in central Dandenong, and there would be an increase in the spaces available for the delivery of community activities and services. • The current commercial leases for the building mean this option could not be achieved in the short to medium term, PLUS the business case for the development of the Civic Centre building was based on commercial leasing of the spaces both as a source of income and to activate Harmony Square and the Lonsdale Street frontage. This would need to be reconsidered by Council. • The capital funds required for repurposing part of the building as a community hub are likely to be much lower than developing a separate building. But funds will still need to be invested in upgrading Palm Plaza Meeting Room, expanding use of The Castle, delivering additional kindergarten infrastructure at school sites, and relocating Market Street Occasional Care and Dandenong Day Nursery to Tom Houlihan Centre. • The Civic building has excellent proximity to public transport services, but there may be community concern about the accessibility of car parking and that it is a 5 – 10-minute walk from Dandenong Market and Dandenong Plaza. • 39 Clow Street, 34 King Street and the Memorial Hall are recommended for demolition, with the Memorial Hall sold, and the funds reinvested into the Dandenong Civic building. 39 Clow Street and 34 King Street could support future expansion of Dandenong Market or high-density residential development. • Childcare at the Market Street Occasional Care Centre and Dandenong Day Nursery would be relocated to the Tom Houlihan Centre and funds from the sale of these sites reinvested into the Tom Houlihan Centre, a Palm Plaza, the Memorial Hall, 34 King Street and The Castle. • Council could consider moving the existing Council offices in the Civic Building to higher levels of the building and locating the community hub infrastructure on level 1. Council could also consider relocating Council officers from 39A Clow Street to the Civic building, allowing for the demolition of both 39 and 39A Clow Street, and repurposing of the site to support future expansion of Dandenong Market or high-density residential development. • Council could facilitate access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong including SMRC, CMY and SECL. • Development of the operating model must engage officers involved in service delivery and management of the hub.

Option	Summary of Features	Summary of Key Impacts / Considerations
<p>Option 5: Develop a Large-Scale Community Hub (Including Childcare and Kindergarten)</p>	<ul style="list-style-type: none"> • MCH and Youth and Family Services delivered by Council. • Childcare and Kindergarten Spaces for young people, older adults and people with a disability, and meeting / activity spaces. • Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. • Program and office space for DNCLC, and possibly GDVRS and the Interfaith Network. • Program space to support programs by SMRC, CMY and SECL. No office space would be provided for these agencies. 	<ul style="list-style-type: none"> • This option would help to address the fragmentation of community facilities, services and activities in central Dandenong, and there would be an increase in the spaces available for the delivery of community activities and services. • 39 Clow Street, 34 King Street and the Memorial Hall would be demolished with the Memorial Hall sold, and the funds reinvested into the community hub development. 39 Clow Street and 34 King Street could support future expansion of Dandenong Market, high density residential development, or be the location of the large-scale community hub. • Childcare and kindergarten services would be delivered from the Hub with the childcare services located at the Market Street Occasional Care Centre and Dandenong Day Nursery services relocated to the Community Hub, and the sites sold with the funds reinvested into the development. Families, however, prefer to access these services close to their home. • Infrastructure at the Tom Houlihan Centre would remain unchanged, although use of the Centre would likely change with Council facilitating access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong including SMRC, CMY and SECL. • The investment and site footprint required is substantial. Indicative estimates suggest the site footprint required is 8,500m² inclusive of outdoor space and car parking. The floorspace requirements could be located over multiple levels but a substantial ground floor footprint will still be required to accommodate outdoor space. • Development of the operating model and design must actively engage officers involved in service delivery and management of the hub and reflect Council’s Community Hubs Framework. • Palm Plaza is to be upgraded and use of The Castle expanded. • Council officers would remain at 39A Clow Street.

11.0 Schedule of Facility Components and Indicative Space

The purpose of this section is to outline the likely facility components and indicative spatial requirements for:

- Relocating the Market Street Childcare Centre and Dandenong Day Nursery to the site of the Tom Houlihan Centre
- Development of a Medium-Scale Community Hub
- Development of a Large-Scale Community Hub.

Information has been drawn from previous studies or plans and tested with Council officers. The previous studies and plans include:

- The 2011 Central Dandenong Integrated Children’s and Family Services Hub Feasibility Study
- The 2012 Central Dandenong Community Infrastructure Plan
- The 2016 Market Precinct Dandenong Leisure and Community Facility Report.
- Draft design of the Keysborough South Community Hub.

It is important to understand the information is indicative only and if Council proceeds with developing the Tom Houlihan site or development of a medium or large-scale community hub, the facility components and spatial requirements will need to be tested through a design process.

11.1 Accommodating Childcare at the Tom Houlihan Site

Facility Component	Legislative Requirements	Indicative Space	Comments
Program rooms for 95 children	Minimum 3.25m ² per child	310m ²	Market Street Occasional Care has capacity for 41 children and Dandenong day Nursery 54 children
Foyer and entry		40m ²	
Toilet and change facilities		60m ²	
Kitchen		30m ²	
Office space		15m ²	
Staff planning area / small meeting room		20m ²	
Staff amenities		30m ²	
Internal storage		40m ²	
Staff amenities inc. toilet		25m ²	
Estimated Indoor Space		570m²	
Outdoor space for 95 children	Min 7m ² per child	700m ²	
External storage		60m ²	
Estimated Outdoor Space		760m²	
Car parking families	0.1 space per child	300m ²	9.5 (rounded up to 10) spaces x 30m ² per car park
Car parking staff	1 space for 1 EFT	600m ²	20 spaces x 30m ² per car park (estimate only as EFT depends on the service model)
Estimated Footprint for Car Parking		900m²	
Estimated Total Footprint Required		2,230m²	
Site Footprint		2,774m²	

11.2 Medium Scale Community Hub

Facility Component	Requirements	Indicative Space	Comments
Foyer, entry, reception, circulation		200m ²	
Office space for facility operation, DNCLC, GDVRC and Interfaith Network	15 - 20m ² per office	100m ²	Assumed up to 6 offices required. May not be separate offices, could be a combination of small and larger office space.
Shared amenities for staff and key agencies		100m ²	Including kitchen and toilet facilities.
General & accessible toilet facilities		100m ²	
Consulting suites	3 rooms proposed	60m ²	For CGD Maternal and Child Health and allied health services
Interview rooms	3 rooms proposed	60m ²	For CGD Family and Youth Services counselling and case management.
Waiting room / multifunction space		60m ²	For CGD MCH, allied health and Family and Youth Services
Interconnected multipurpose activity rooms	Could be up to 4 rooms	400m ²	Rooms can be made into smaller or larger spaces through operable walls.
Computer learning space	Could be 1 or 2	100m ²	Interconnected spaces recommended
Meeting rooms of varying sizes	Up to 6 suggested	180m ²	A combination of separate and interconnected spaces recommended.
Shared community kitchen	1 proposed	60m ²	
Community lounge		200m ²	
Storage		100m ²	
Maintenance store		20m ²	
Estimated Indoor Space		1,740m²	
Estimated Outdoor Space		600m²	
Estimated Car Parking Requirement	100 car parks	3000m²	100 spaces x 30m ²
Estimated Site Footprint Required		5,340m²	

11.3 Large Scale Community Hub

Facility Component	Requirements	Indicative Space	Comments
GENERAL			
Foyer, entry and reception		200m ²	
Office space for facility operation, DNCLC, GDVRC and Interfaith Network	Approx. 15 - 20m ² per office	100m ²	Assumed up to 6 offices required. May not be separate offices, could be a combination of small and larger office space.
Shared amenities for staff and key agencies		100m ²	Including kitchen and toilet facilities.
General & accessible toilet facilities		100m ²	
Interconnected multipurpose activity rooms	Could be up to 4 rooms	400m ²	Rooms can be made into smaller or larger spaces through operable walls.
Computer learning space	Could be 1 or 2	100m ²	Interconnected spaces recommended
Meeting and interview rooms of varying sizes	Up to 6 suggested	180m ²	A combination of separate and interconnected spaces recommended.
Shared community kitchen	1 proposed	60m ²	
Community lounge		200m ²	
Storage		100m ²	
Maintenance store		20m ²	
Estimated General Space		1,560m²	
EARLY YEARS, YOUTH AND FAMILY			
Consulting suites	3 rooms proposed	60m ²	For CGD Maternal and Child Health and allied health services
Interview rooms	3 rooms proposed	60m ²	For CGD Family and Youth Services counselling and case management.

Facility Component	Requirements	Indicative Space	Comments
Program rooms for 66 children (Childcare)	Minimum 3.25m ² per child	220m ²	Market Street Occasional Care has capacity for 41 children and Dandenong day Nursery 54 children but a portion access kindergarten integrated with childcare, these are accounted for in the kindergarten program rooms which are proposed to cater for 2 rooms of 25 children.
Program rooms for 50 children (Kindergarten)	Minimum 3.25m ² per child	170m ²	
Toilet and change facilities		80m ²	
Kitchen		30m ²	
Office space		20m ²	
Staff planning area / small meeting room		20m ²	
Internal storage		40m ²	
Estimated Early Years, Youth and Family Space		680m²	
Outdoor space general		600m ²	
Outdoor space early years	Min 7m ² per child	820m ²	Council prefers to work with a minimum of 10m ² so this allowance would need to be increased.
Estimated Outdoor Space		1,420m²	
Car parking families	0.1 space per child	360m ²	11.6 (rounded up to 12) spaces x 30m ² per car park
Car parking staff	1 space for 1 EFT	720m ²	24 spaces x 30m ² per car park (estimate only as EFT depends on the service model)
Car parking for use of activity rooms	100 car parks	3,000m ²	100 spaces x 30m ²
Estimated Space for Car Parking		4,080m²	
Estimated Site Footprint Required		8,560m²	

12.0 Site Analysis

This is a high-level site analysis designed to provide indicative information only. If Council proceeds with developing a medium or large-scale community hub, the findings will need to be tested through a design process.

The site analysis has examined the capacity of 8 sites to accommodate a newly built medium-scale or large-scale community hub. Sites considered include:

- 39 / 39A Clow Street
- 34 King Street
- Walker Street Gallery
- 146 Thomas Street
- Grassy Knoll (cnr Thomas Street and Walker Street)
- 266 - 284 Lonsdale Street (cnr Lonsdale Street and Clow Street, includes City Park)
- Car park at 28 Langhorne Street
- Car Park at 60 McCrae Street

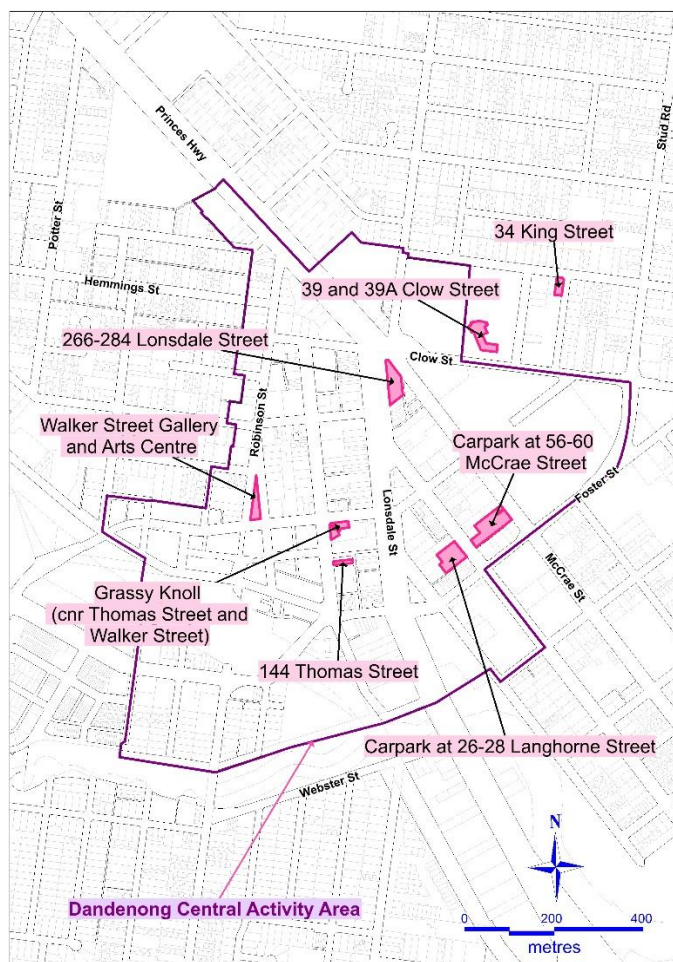


Diagram 12.1: Sites analysed for a medium or large-scale community hub, July 2020

Several sites have not been examined as part of this analysis, because a most of the options recommend, they be sold. The sites excluded from the site analysis include:

- The Memorial Hall
- Dandenong Day Nursery
- Market Street Occasional Care.

The Tom Houlihan Centre has also been excluded from the site analysis because all options recommend this site be repurposed to accommodate the childcare services currently located at Dandenong Day Nursery and Market Street Occasional Care.

Factors considered as part of the site analysis include:

- Site footprint and capacity to accommodate a multi-level building
- Surrounding land uses
- Planning controls
- Proximity to public transport
- Availability of existing car parking
- Ownership and control
- Likely resourcing implications.

Tables 12.1 and 12.2 below provide a colour coded high-level indication of how the sites address each factor. The colour coding system has been applied as follows:

Green	This factor can be adequately addressed or there are no issues that will be an inhibitor
Orange	This factor can be partially addressed or there are some issues that will be an inhibitor
Red	This factor cannot be addressed or there are multiple issues that will be an inhibitor

More detailed information about how the sites respond to each of the factors is provided in Appendix B.

Note: This report does not make a recommendation about a site as the information provided is indicative only.

Medium Scale Community Hub

Site	Site Footprint	Surrounding Land Uses	Planning Controls	Proximity to Public Transport	Availability of Existing Car Parking	Ownership and Control	Cost Implications
39/39A Clow Street	Green	Yellow	Green	Green	Yellow	Green	Yellow
34 King Street	Yellow	Yellow	Green	Yellow	Yellow	Green	Yellow
Walker Street Gallery	Red	Green	Green	Green	Red	Green	Red
146 Thomas Street	Red	Green	Green	Green	Red	Green	Red
Grassy Knoll (cnr Thomas and Walker St)	Red	Green	Green	Green	Red	Green	Red
266 - 284 Lonsdale Street (Cnr Lonsdale and Clow St)	Yellow	Yellow	Green	Green	Yellow	Green	Yellow
Car Park 26 - 28 Langhorne St	Yellow	Yellow	Green	Green	Red	Green	Red
Car Park 56- 60 McCrae St	Green	Yellow	Green	Green	Red	Green	Red

Table 12.1: High level site analysis, medium scale community hub, large scale community hub, central Dandenong Community Hub Needs Analysis, July 2020

Large Scale Community Hub

Site	Site Footprint	Surrounding Land Uses	Planning Controls	Proximity to Public Transport	Availability of Existing Car Parking	Ownership and Control	Cost Implications
39/39A Clow Street	Green	Yellow	Green	Green	Yellow	Green	Yellow
34 King Street	Red	Yellow	Green	Yellow	Yellow	Green	Red
Walker Street Gallery	Red	Green	Green	Green	Red	Green	Red
146 Thomas Street	Red	Green	Green	Green	Red	Green	Red
Grassy Knoll (cnr Thomas and Walker St)	Red	Green	Green	Green	Red	Green	Red
272 - 284 Lonsdale Street (Cnr Lonsdale and Clow St)	Red	Yellow	Green	Green	Yellow	Green	Yellow
Car Parks 26 - 28 Langhorne St	Red	Yellow	Green	Green	Red	Green	Red
Car Parks 60 McCrae St	Yellow	Yellow	Green	Green	Red	Green	Red

Table 12.2: High level site analysis, large scale community hub, central Dandenong Community Hub Needs Analysis, July 2020

13.0 Funding Strategies

Broadly the funding strategies available to Council to improve community infrastructure in central Dandenong are:

- Selling Council owned property and reinvesting the funds into new or improved community infrastructure.
- Allocating funds from Council’s capital works program.
- Council loan funds.
- Securing grants from relevant State and Federal funding programs.
- Capital contributions from partner organisations.

Sale of Council Owned Property

This Needs Analysis recommends that Council sell three properties and reinvest the funds into upgraded or new community infrastructure in central Dandenong. Valuations have been provided by Council officers for each of the properties and are outlined in table 13.1 below. While the income Council will generate from the sale of property will vary depending upon market conditions at the time of sale, the figures below provide a good indication of the funds Council is likely to generate from the sale of the 3 properties.

Table 13.1 also provides information about the estimated cost to maintain and renew the buildings for 10 years and 20 years. This highlights that while all buildings have a maintenance and renewal cost, continuing to invest in aging infrastructure is a financial burden for Council.

Site	Valuation	Estimated Cost to Maintain and Renew the Buildings	
		10 Years	20 Years
Market Street Occasional Care Centre - 13 Market Street, Dandenong	\$1,080,000	\$598,000	\$929,000
Dandenong Day Nursery 18 Brunet Street, Dandenong North	\$1,140,000	\$870,000	\$1,350,000
Memorial Hall - 10 Langhorne Street, Dandenong	\$1,350,000	\$580,000	\$1,347,000
Total	\$3,570,000	\$2,050,000	\$3,630,000

Table 13.1: Property valuation and the estimated cost to maintain and renew the 3 properties recommended for sale, January 2020

Council’s Capital Works Program

In 2019/2020 Council’s capital works budget was nearly \$70 million. This is projected to be notably lower in 2020/2021(\$43 million) and 2021/2022 (\$48 million) due to the effects of rate capping at CPI levels and the Covid-19 pandemic.

Council also has a large capital works program over the next 3 years which includes redevelopment of the Dandenong Oasis leisure centre, development of the Keysborough South Community hub, and development of the Greater Dandenong Art Gallery.

These factors underline the importance of Council pursuing the sale of old and redundant community infrastructure and highlights the value of having a longer lead time for Council to develop new community infrastructure in or close to central Dandenong.

Council loan funds

This involves Council borrowing money specifically for the purpose of upgrading or developing community infrastructure. Council has borrowed funds to develop the Springvale Community Hub (\$20 million) and will also borrow funds (of \$30 million) for the redevelopment of Dandenong Oasis. Given the borrowings Council has already entered into or will enter into in the next few years, the extent of future borrowings that can be entered into is uncertain.

Grant funding opportunities

Grant funding opportunities change on a regular basis. They are often tied to election cycles and reflect the priorities of the government of the day. For example, the Victorian State Government has in recent years provided funding towards the development of early years facilities where a range of services are offered and integrated together. It is anticipated some of this funding may be redirected towards capital works initiatives that will support the roll out of funded 3-year-old kindergarten in Victoria over the next decade.

While this may reduce some funding opportunities, the high levels of disadvantage and cultural diversity in the City of Greater Dandenong community means that State and Federal governments are well aware of the need to invest in the community. In addition, central Dandenong is recognised by the State Government as having a critical role in the south east region of Melbourne further highlighting the need for continued investment in community infrastructure.

Partner Organisations

A final funding strategy available to Council is the opportunity to partner with other key agencies to develop facilities which support the needs of the community, Council and the partner organisation. This approach is being examined and pursued by Council in relation to the Dandenong Oasis project and while it will require additional facilities to be developed, it will provide an opportunity to secure alternate funding sources for the project.

In its current form, the medium scale community hub recommended through this Needs Analysis would have limited opportunity for securing funding from partner agencies, but this could be an avenue Council may wish to pursue.

14.0 Recommended Approach

The Needs Analysis has identified several critical findings which should underpin Council's decision making in relation to the future provision of community infrastructure and specifically a community hub in central Dandenong. These are:

- Many of the existing community buildings in central Dandenong are in poor condition and reaching the end of their useful life. Council is at the point where it should cease investing in old infrastructure and focus upon developing new infrastructure to more effectively meet community needs, and to reduce the ongoing maintenance and renewal costs for these buildings. The cost to maintain and renew the Tom Houlihan Centre, Memorial Hall, Market Street Occasional Care and Dandenong Day Nursery over the next 10 years is estimated to be \$3 million, and over the next 20 years \$5.4 million. While all buildings have a maintenance cost and obligation regardless of their age, Council should move away from investing aging infrastructure that does not meet community needs. *Note: Further information about the estimated maintenance and renewal costs of these building is provided in Appendix C.*
- The need to take a financially responsible approach to resourcing the development of new community infrastructure. This means selling old community buildings when they are retired and reinvesting the funds into new community infrastructure. While this may be challenging for Council and the community, it is key to ensuring Council is able to both fund new infrastructure and reduce the burden upon the operating budget i.e. the ongoing maintenance and renewal costs.
- The timing, scope and impact of other community infrastructure proposed for development in central or wider Dandenong including the Arts and Cultural Hub in Mason Street, Dandenong Oasis leisure centre, Stadium 11 and the Salvation Army development. The development of these facilities may reduce the extent and scope of community meeting and activity spaces required in central Dandenong.
- Where the community accesses community infrastructure varies depending upon the services or activities they are wish to access. Some services or activities more effectively meet the needs of the community if they are located away from central Dandenong e.g. kindergarten and childcare, as typically families prefer to access these services close to their home. In addition, some services or activities may need a presence in central Dandenong, but it is just as important that they have a presence in other parts of Dandenong or wider CGD e.g. U3A and Dandenong Neighbourhood Community Learning Centre.
- Ensuring there is a shared understanding of what a community hub is. The consultation process highlighted community members, councillors and council officers all have a very different view of what a community hub is and how it should operate.

14.1 Recommendations

In the short term (1 – 3 years)

1. Develop a shared understanding between Council and the community about what community hubs are and how they should operate.
2. Establish a medium scale community hub in a leased premises (excluding childcare, kindergarten and open space).
3. Remove the public toilet facilities located at the front of the Palm Plaza meeting room and upgrade the interior.
4. Improve marketing and communication about the availability and suitability of Palm Plaza meeting room and The Castle as venues to support community activity.
5. Relocate the administrative functions of organisations funded by State or Federal government located in Council owned community buildings in central Dandenong, to commercial premises.

In the medium term (4 - 7 years)

6. Develop a childcare facility on the site of the Tom Houlihan Centre and relocate the childcare services from the Market Street Occasional Care Centre and Dandenong Day Nursery to this site.
7. Sell the Memorial Hall, Market Street Occasional Care Centre and Dandenong Day Nursery sites re-investing the funds into the childcare facility on the site of the Tom Houlihan Centre and the medium scale community hub.

In the long term (8 - 10 years)

8. Develop a new medium scale community hub (excluding childcare and kindergarten). The timing of this and the scale of the facility must consider the timing, scope and impact of other community infrastructure proposed for development in central or wider Dandenong.

Appendix A: Detailed Options Analysis

Option 1 - Upgrade and Repurpose Existing Infrastructure

Option 1 proposes that Council upgrade and repurpose existing community infrastructure in central Dandenong and relocate external agencies and services away from Council buildings. Under this option:

- Palm Plaza, the Memorial Hall and 34 King Street (Dandenong Neighbourhood Community and Learning Centre) are upgraded to enhance their usability and address the aging condition and poor accessibility of the existing buildings.
- Expanded use of The Castle is facilitated through improved marketing of the facility and possibly minor upgrades to the infrastructure to support a wider range of uses.
- The Tom Houlihan Centre is repurposed as a childcare facility and the services operating from the Market Street Occasional Care Centre and Dandenong Day Nursery are relocated to the Tom Houlihan Centre.
- The demand for additional kindergarten facilities and places is met through the expansion of existing kindergarten facilities located at school sites in Dandenong.
- 39 Clow Street is demolished and the services and agencies operating from the building are relocated to commercial office premises in central Dandenong.

This option could be considered an interim or short step, with options 2 or 3 pursued as the longer-term outcome.

Key impacts and considerations of Option 1 are:

- **Community buildings, activities and services would continue to be fragmented across central Dandenong**, making it harder for the community to access services and supports, and undermining connections between organisations.
- **Demolition of 39 Clow Street is proposed because of the age and poor condition of the building.** While this would reduce the number of community spaces available for the delivery of community activities and services in central Dandenong, the community meeting and activity spaces proposed as part of the Dandenong Oasis redevelopment would assist in offsetting this. In addition, improvements to existing facilities (Palm Plaza, Memorial Hall, 34 King Street and The Castle) would substantially enhance their attractiveness and usability and help to address existing shortfalls in spaces for young people, older adults and people with a disability. However, this will not address the need for additional meeting and activity spaces to cater for the future population.
- **Improving the Memorial Hall and 34 King Street will provide short to medium term benefits.** However, these buildings are both identified as being old, with poor accessibility and in poor condition. Continuing to invest in them will extend their life for a short period, but it is likely Council will need to consider replacement of both buildings within 10 years. Continuing to invest

in and use these facilities also removes the opportunity to sell or repurpose these sites for other uses.

- **The demolition of 39 Clow Street would require alternate locations to be secured for programs delivered by Family and Youth Services and Maternal and Child Health Services.** Improvements to the Palm Plaza Meeting Room, the Memorial Hall and The Castle could help support youth programs, while a ground floor shop front site could be considered for maternal and child health services and case management and support services for families and young people.
- **The demand for additional kindergarten facilities and places would be met through expanding existing kindergarten facilities located at school sites in Dandenong.** This approach is proposed because families typically prefer to access kindergarten services close to their home and in easy to access locations. In addition, Council in partnership with the State Government has made a strategic decision to co-locate kindergarten services with schools in Dandenong. Further investment in these sites to address expected gaps in the availability of kindergarten facilities and places, will provide significant benefit including:
 - Consistency with State Government policy
 - Strengthening of the relationship between schools and early years services, and reinforcement of the value of precincts focused upon children and families
 - Accessibility and safety for families with low speed zones, school crossings, good access to car parking and close proximity to residential areas.
- **In relation to childcare,** the Market Street Occasional Care Centre is in poor condition and needs to be replaced and the service is currently operating well below capacity. Dandenong Day Nursery is located in an old building which has issues related to flooding. This service is also believed to be operating below capacity because of the increased competition from commercial childcare providers in the area. Consolidation of the two services on the site of the Tom Houlihan Centre is an attractive option because the site abuts Dandenong South Primary School and the Kindergarten and Maternal and Child Health services located on the primary school land. It is also located on the fringe of central Dandenong abutting residential areas and close to the proposed development of the high-density residential buildings planned for Dandenong Plaza. Like kindergarten, families typically prefer to access childcare services close to their home and in easy to access locations.

The Market Street and Dandenong Day Nursery sites could be sold with the funds reinvested into the development of the Tom Houlihan Centre as a childcare centre and improvement works to Palm Plaza, the Memorial Hall, 34 King Street and The Castle.

- **It is acknowledged, the proposal to relocate agencies and organisations from 39 Clow Street and the Tom Houlihan Centre to commercial premises may be challenging** for Council and the agencies involved, and there may be some concern about the impact on the partnership between Council and these agencies. But this approach would allow community buildings to be used more fully for program and service delivery rather than office / administration space and

would help to reduce the high vacancy rates for commercial buildings in central Dandenong. In addition, it will provide an opportunity for these agencies to access more appropriate administrative space. Council could provide interim or transition leasing support for the agencies and organisations, and review this after an agreed timeframe.

It is important to understand, if Council chooses to continue providing administrative space for these services in Council buildings, the space available for community activity and services is reduced.

- **Council officers would largely continue to be located at 39A Clow Street**, and this would most likely require some reworking of the entry to this building to facilitate community access for Youth and Family Services case management and counselling services.

Option 2 – Establish a Medium-Scale Community Hub in a leased premises (Excluding Childcare, Kindergarten and Open Space)

Under Option 2, a medium scale community hub would be established in a leased premises broadly encompassing the following:

- Maternal and Child Health and Youth and Family Services delivered by Council.
- Spaces to support programs for young people, older adults and people with a disability, and meeting / activity spaces to address the service gaps identified through this Needs Analysis.
- Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. It is recommended U3A continue to access other facilities across CGD to extend the reach and accessibility of their services to the whole community.
- Program and office space to support Dandenong Neighbourhood Community Learning Centre, and possibly Greater Dandenong Volunteer Resource Service and the Interfaith Network.
- Program space to support external agencies who operate from Council buildings in central Dandenong including Southern Migrant and Refugee Centre, the Centre for Multicultural Youth and South East Community Links. The building would not provide office space for these agencies.

Key features of a medium-scale community hub in a leased premises are a single-entry point with a reception / concierge type function, multipurpose and flexible activity spaces, and an integrated operational model. The floorspace required means it will need to be accommodated over multiple levels. Under this option no space has been allowed for car parking and open space as these aspects are likely to be difficult to achieve in a leased premises.

Key impacts and considerations of Option 2 are:

- **It would help to address the fragmentation of community facilities, services and activities in central Dandenong**, improving access for the community and supporting stronger connections between services.
- **There would be an increase in the spaces available** for the delivery of community activities and services. This is consistent with the service demand analysis which indicates there is currently a shortfall in spaces for young people and inappropriate spaces for older adults and people with a disability (Memorial Hall). In addition, more meeting and activity spaces are required for these cohorts and the broader community as the population increases in the next decade.
- **Existing infrastructure identified as being old, inaccessible and in poor condition would be replaced** including 39 Clow Street, 34 King Street (Dandenong Neighbourhood Community Learning Centre) and the Memorial Hall. The Memorial Hall (Langhorne Street) could be sold, and the funds reinvested into other community infrastructure including the Tom Houlihan Centre, Palm Plaza and The Castle. 39 Clow Street and 34 King Street could support future expansion of Dandenong Market or high density residential development.
- While it is acknowledged the demand analysis indicates additional kindergarten infrastructure will be required to respond to population growth and the roll out of funded 3-year-old kindergarten, **kindergarten and childcare facilities are not proposed for inclusion in the hub**. This approach is proposed because families typically prefer to access these services close to their home and in easy to access locations. Placing childcare and kindergarten in the middle of central Dandenong is less likely to be attractive to families. In addition, the floorspace requirements (including outdoor space) are significant.

While it is acknowledged some families prefer to access childcare or kindergarten close to where they work, Council in partnership with the State Government has made a strategic decision to co-locate kindergarten services with schools in Dandenong. Further investment in these sites to address expected gaps in the availability of kindergarten facilities and places, will provide significant benefit including:

- Consistency with State Government policy
 - Strengthening of the relationship between schools and early years services, and reinforcement of the value of precincts focused upon children and families
 - Accessibility and safety for families with low speed zones, school crossings, good access to car parking and close proximity to residential areas.
- **In relation to childcare, consideration must be given to the future of the Market Street Occasional Care Centre and Dandenong Day Nursery**. The Market Street building is in poor condition and needs to be replaced, and the service is currently operating well below capacity. Dandenong Day Nursery is an old building and experiences issues related to flooding. This service is also believed to be operating below capacity because of the increased competition from commercial childcare providers in the area. Options available to Council are to monitor the ongoing viability of the services, consider selling or repurposing the sites if demand continues to

decline, or to consolidate the two services on the site of the Tom Houlihan Centre. This is an attractive option because the site abuts Dandenong South Primary School and the Kindergarten and Maternal and Child Health services located on the primary school land. It is also located on the fringe of central Dandenong abutting residential areas and close to the proposed development of the high-density residential buildings planned for Dandenong Plaza.

- **Council should consider facilitating access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong.** In particular, this could include Southern Migrant Refugee Centre, the Centre for Multicultural Youth, South East Community Links and community organisations accessing the Tom Houlihan Centre. This approach would allow community buildings to be used more fully for program and service delivery and would help to reduce the high vacancy rates for commercial buildings in central Dandenong. Council could provide interim or transition leasing support for the agencies and organisations and review this after an agreed timeframe.

It is important to understand, if Council chooses to continue providing administrative spaces for these services in Council buildings, the footprint required for the community hub will be expanded.

- **No open space can be provided under this option unless a rooftop or balcony areas can form part of the leased premises** and even if it is available, it may require significant investment to deliver outdoor space that supports the operation of a community hub. It is most likely this cannot be achieved in a leased premises in central Dandenong and therefore outdoor space will not form part of option 2.
- **Council would need to consider how car parking needs can be accommodated for activities and services delivered from the leased building.** Depending upon the location of the building, this could include car parking available as part of the lease, repurposing car parking Council already owns or building additional car parking, however this would be a significant cost impost for Council. Officers the cost to build car parking is between \$20,000 and \$25,000 per space. With a medium sized community hub estimated to require 100 car parks, the cost of building car park with this capacity will be between \$2.0 and \$2.5 million.
- **The capital investment required is likely to minimal compared with constructing a new building, however there is an ongoing cost to rent all or part of a building.** Indicative estimates suggest the site footprint required is just over 1,700m² exclusive of car parking and outdoor space. The cost to lease a space of this size in central Dandenong is estimated to be between \$300,000 and \$400,000 per annum (ex GST). Based on information available about commercial rental properties in central Dandenong, the rent is likely to be around \$200 per square metre per annum.
- **There is extensive vacant commercial office space available in central Dandenong and it would not be difficult to secure a site.** It is estimated close to 50 percent of commercial properties in central Dandenong are vacant and with the Covid-19 pandemic, vacancies may increase further.

By leasing a space rather than building a new facility, Council will assist in reducing vacancy rates, all be it by only a small amount.

- **Careful consideration must be given to the design of spaces and the operating model for the community hub.** While design works will be more limited in a leased space, any design process must include people who are involved in service delivery and will be involved in the management and operation of the facility to ensure the design reflects operational needs. Lessons must also be learnt from other facilities Council has developed or manages such as the Paddy O’Donoghue Centre. A genuine and ongoing commitment to working together and open communication is required by all users to deliver an effective operating model.
- **Palm Plaza Meeting Room would need to be upgraded.** The building is located on crown land and cannot be sold by Council. It is currently very underutilised largely because of the toilets located outside the front of the building. The removal of the public toilets, an upgrade to the internal spaces, and marketing of its new features and its central location, would make it an attractive community meeting space.
- **Expanded use of The Castle should be facilitated** through improved marketing of the facility and possibly minor upgrades to the infrastructure to support a wider range of uses. Consideration will also need to be given to the availability of car parking surrounding the site and may require time limited car parking to be made available.
- **Council officers would largely continue to be located at 39A Clow Street,** but this would most likely require some reworking of the entry to this building to facilitate community access for Youth and Family Services case management and counselling services.

Option 3 - Develop a Medium-Scale Community Hub (Excluding Childcare and Kindergarten)

Under Option 3, a medium scale community hub would be built broadly encompassing the following:

- Maternal and Child Health and Youth and Family Services delivered by Council.
- Spaces to support programs for young people, older adults and people with a disability, and meeting / activity spaces to address the service gaps identified through this Needs Analysis.
- Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. It is recommended U3A continue to access other facilities across CGD to extend the reach and accessibility of their services to the whole community.
- Program and office space to support Dandenong Community Learning Centre, and possibly Greater Dandenong Volunteer Resource Service and the Interfaith Network.
- Program space to support external agencies who operate from Council buildings in central Dandenong including Southern Migrant and Refugee Centre, the Centre for Multicultural Youth and South East Community Links. The building would not provide office space for these agencies.

Key features of a medium-scale community hub are a single-entry point with a reception / concierge type function, multipurpose and flexible activity spaces, and an integrated operational model. The scale of the facility means it may need to be accommodated over multiple levels to reduce the land footprint required in central Dandenong.

Key impacts and considerations of Option 3 are:

- **It would help to address the fragmentation of community facilities, services and activities in central Dandenong**, improving access for the community and supporting stronger connections between services.
- **There would be an increase in the spaces available** for the delivery of community activities and services. This is consistent with the service demand analysis which indicates there is currently a shortfall in spaces for young people and inappropriate spaces for older adults and people with a disability (Memorial Hall). In addition, more meeting and activity spaces are required for these cohorts and the broader community as the population increases in the next decade.
- **Existing infrastructure identified as being old, inaccessible and in poor condition would be replaced** including 39 Clow Street, 34 King Street (Dandenong Neighbourhood Community Learning Centre) and the Memorial Hall. The Memorial Hall could be sold, and the funds reinvested into the community hub development. 39 Clow Street and 34 King Street could support future expansion of Dandenong Market, high density residential development, or be the location of the medium-scale community hub.
- While it is acknowledged the demand analysis indicates additional kindergarten infrastructure will be required to respond to population growth and the roll out of funded 3-year-old kindergarten, **kindergarten and childcare facilities are not proposed for inclusion in the hub**. This approach is proposed because families typically prefer to access these services close to their home and in easy to access locations. Placing childcare and kindergarten in the middle of central Dandenong is less likely to be attractive to families. In addition, the floorspace requirements (including outdoor space) are significant, and space could be better utilised for commercial or possibly medium to high density housing in the future.

While it is acknowledged some families prefer to access childcare or kindergarten close to where they work, Council in partnership with the State Government has made a strategic decision to co-locate kindergarten services with schools in Dandenong. Further investment in these sites to address expected gaps in the availability of kindergarten facilities and places, will provide significant benefit including:

- Consistency with State Government policy
- Strengthening of the relationship between schools and early years services, and reinforcement of the value of precincts focused upon children and families
- Accessibility and safety for families with low speed zones, school crossings, good access to car parking and close proximity to residential areas.

- **In relation to childcare, consideration must be given to the future of the Market Street Occasional Care Centre and Dandenong Day Nursery.** The Market Street building is in poor condition and needs to be replaced, and the service is currently operating well below capacity. Dandenong Day Nursery is an old building and experiences issues related to flooding. This service is also believed to be operating below capacity because of the increased competition from commercial childcare providers in the area. Options available to Council are to monitor the ongoing viability of the services, consider selling or repurposing the sites if demand continues to decline, or to consolidate the two services on the site of the Tom Houlihan Centre. This is an attractive option because the site abuts Dandenong South Primary School and the Kindergarten and Maternal and Child Health services located on the primary school land. It is also located on the fringe of central Dandenong abutting residential areas and close to the proposed development of the high-density residential buildings planned for Dandenong Plaza.
- **Council should consider facilitating access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong.** In particular, this could include Southern Migrant Refugee Centre, the Centre for Multicultural Youth, South East Community Links and community organisations accessing the Tom Houlihan Centre. This approach would allow community buildings to be used more fully for program and service delivery and would help to reduce the high vacancy rates for commercial buildings in central Dandenong. Council could provide interim or transition leasing support for the agencies and organisations and review this after an agreed timeframe.

It is important to understand, if Council chooses to continue providing administrative spaces for these services in Council buildings, the footprint required for the community hub will be expanded.

- **The capital investment and site footprint required is significant.** The Springvale Community Hub including the Springvale Library, customer service, early years facilities and public use meeting rooms will cost an estimated \$27 million. The open space surrounding the building will cost an estimated \$10 million. The community hub proposed as part of option is likely to be of a smaller scale and will include different facility components including MCH, community learning spaces, flexible multipurpose activity spaces, office spaces, entry / reception spaces. It is estimated floorspace of around 5,500m² would be required to accommodate the services and activities proposed in this option inclusive of car parking and a modest amount of outdoor space for informal recreation and socialising. The floorspace requirements could be located over multiple levels but a notable ground floor footprint will still be required to accommodate outdoor space.
- **Careful consideration must be given to the operating model for the community hub including how the facility would be managed and how an integrated service model can be delivered** where there are many different uses. Lessons must be learnt from other facilities Council has developed or manages such as the Paddy O’Donoghue Centre. A genuine and ongoing commitment to working together and open communication is required by all users to deliver an effective operating model.

- **The design process must include people who are involved in service delivery and will be involved in the management and operation of the facility** to ensure the design reflects operational needs.
- **Palm Plaza Meeting Room would need to be upgraded.** The building is located on crown land and cannot be sold by Council. It is currently very underutilised largely because of the toilets located outside the front of the building. The removal of the public toilets, an upgrade to the internal spaces, and marketing of its new features and its central location, would make it an attractive community meeting space.
- **Expanded use of The Castle should be facilitated** through improved marketing of the facility and possibly minor upgrades to the infrastructure to support a wider range of uses. Consideration will also need to be given to the availability of car parking surrounding the site and may require time limited car parking to be made available.
- **Council officers would largely continue to be located at 39A Clow Street**, but this would most likely require some reworking of the entry to this building to facilitate community access for Youth and Family Services case management and counselling services.

Option 4 - Repurpose Part of Dandenong Civic Centre as a Medium Scale Community Hub (Excluding Childcare and Kindergarten)

Option 4 proposes that Council uses some or all of the commercial spaces in the Dandenong Civic Centre to accommodate a medium scale community hub incorporating the following:

- Maternal and Child Health and Youth and Family Services delivered by Council.
- Spaces to support programs for young people, older adults and people with a disability, and meeting / activity spaces to address the service gaps identified through this Needs Analysis.
- Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. It is recommended U3A continue to access other facilities across CGD to extend the reach and accessibility of their services to the whole community.
- Program and office space to support Dandenong Community Learning Centre, and possibly Greater Dandenong Volunteer Resource Service and the Interfaith Network.
- Program space to support external agencies, who operate from Council buildings in central Dandenong including Southern Migrant and Refugee Centre, the Centre for Multicultural Youth and South East Community Links. The building would not provide office space for these agencies.

Kindergarten and childcare services would not be delivered from the building and the focus would be upon providing community meeting, activity and learning spaces that complement the Library, civic meeting spaces and Harmony Square.

Key impacts and considerations of Option 4 are:

- **The Civic Centre building in many ways already operates as a community hub with the Dandenong Library, the civic meeting spaces and Harmony Square.** The provision of additional community meeting, activity and learning spaces as part of the building would strengthen its role as a community hub and position to have a similar role and be of a scale similar to the Springvale Community Hub. In addition, **it would help to address the fragmentation of community facilities, services and activities in central Dandenong**, improving access for the community and supporting stronger connections between services.
- **There would be an increase in the spaces available** for the delivery of community activities and services. This is consistent with the service demand analysis which indicates there is currently a shortfall in spaces for young people and inappropriate spaces for older adults and people with a disability (Memorial Hall). In addition, more meeting and activity spaces are required for these cohorts and the broader community as the population increases in the next decade.
- It is understood the term of the commercial leases in the Dandenong Civic Centre building extends over a number of years, and consequently **the space will not be available in the short to medium term.** It is also understood the business case for the Civic Centre development was premised on spaces in the building being leased to commercial tenants both as a source of income but also as means of activating Harmony Square and the Lonsdale Street frontage. The proposal to develop community hub facilities in the Civic Centre building would require Council to reconsider this.
- **Increasing the space available for community use in the Civic Centre building will mean the capital funds required are likely to be significantly less than those required to build a new community hub building in central Dandenong.** While this option means Council will still need to invest in the improvement or development other community infrastructure, this is no different from the other options examined as part of this Needs Analysis including:
 - The Upgrade of Palm Plaza Meeting Room. The building is located on crown land and cannot be sold by Council. It is currently very underutilised largely because of the toilets located outside the front of the building.
 - Facilitating expanded use of The Castle through improved marketing of the facility and possibly minor upgrades to the infrastructure to support a wider range of uses.
 - Addressing the need for additional kindergarten infrastructure through expanding existing kindergarten facilities located at school sites in Dandenong.
 - Relocating the existing Market Street Occasional Care Centre and Dandenong Day Nursery to a redeveloped Tom Houlihan Centre.
- **The Dandenong Civic building has excellent proximity to public transport services** (both train and bus services), but there may be community concern about the accessibility of car parking in the area and that it is a 5 – 10 minute walk from Dandenong Market and Dandenong Plaza. Based upon information gathered through the Needs Analysis community consultation program,

there may also be concern about the lack of proximity to residential parts of Dandenong, however this needs to be further tested with the community.

- **Existing infrastructure identified as being old, inaccessible and in poor condition would be replaced** including 39 Clow Street, 34 King Street (Dandenong Neighbourhood Community Learning Centre) and the Memorial Hall. The Memorial Hall (Langhorne Street) could be sold, and the funds reinvested into the Dandenong Civic Centre. 39 Clow Street and 34 King Street could support the future expansion of Dandenong Market or high-density residential development.
- One approach Council could consider through this option is to **move the existing Council offices in the Civic Building to higher levels of the building, and locate the community hub infrastructure on level 1** providing more direct connectivity between the existing library and civic meeting spaces. In addition, Council could consider relocating Council officers from 39A Clow Street to the Civic building, allowing for the demolition of both 39 and 39A Clow Street and repurposing of the site to support future expansion of Dandenong Market or high density residential development.
- **Council should consider facilitating access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong.** In particular, this could include Southern Migrant Refugee Centre, the Centre for Multicultural Youth, South East Community Links and community organisations accessing the Tom Houlihan Centre. This approach would allow community buildings to be used more fully for program and service delivery and would help to reduce the high vacancy rates for commercial buildings in central Dandenong. If Council chooses to continue providing administrative spaces for these services in Council buildings, it is important to understand the footprint required for the community hub will be expanded.
- **Careful consideration must be given to the operating model including how the facility would be managed and how an integrated service model can be delivered** where there are multiple service providers and many different uses. Lessons must be learnt from other facilities Council has developed or manages such as the Paddy O’Donoghue Centre. A genuine and ongoing commitment to working together and open communication is required by all service providers to deliver an effective operating model.

Option 5 - Develop a Large-Scale Community Hub (Including Childcare and Kindergarten)

Under Option 5, a large-scale community hub would be developed broadly encompassing the following:

- Maternal and Child Health and Youth and Family Services delivered by Council.
- Spaces to support programs for young people, older adults and people with a disability, and meeting / activity spaces to address the service gaps identified through this Needs Analysis.

- Community organisations who currently use the Memorial Hall e.g. U3A for some of their programs. It is recommended U3A continue to access other facilities across CGD to extend the reach and accessibility of their services to the whole community.
- Childcare services currently operating in Council buildings (Market Street Childcare and Dandenong Day Nursery).
- Program and office space to support Dandenong Community Learning Centre, and possibly Greater Dandenong Volunteer Resource Service and the Interfaith Network.
- Program space to support external agencies who operate from Council buildings in central Dandenong including Southern Migrant and Refugee Centre, the Centre for Multicultural Youth and South East Community Links. The building would not provide office space for these agencies.

Key features of a large-scale community hub are a single-entry point with a reception / concierge type function, early years services and programs, multipurpose and flexible activity spaces, and an integrated operational model. The scale of the facility means it will need to be accommodated over multiple levels to reduce the land footprint required in central Dandenong.

Key impacts and considerations of Option 5 are:

- **It would help to address the fragmentation of community facilities, services and activities in central Dandenong**, improving access for the community and supporting stronger connections between services.
- **There would be an increase in the spaces available** for the delivery of community activities and services. This is consistent with the service demand analysis which indicates there is currently a shortfall in spaces for young people and inappropriate spaces for older adults and people with a disability (Memorial Hall). In addition, more meeting and activity spaces are required for these cohorts and the broader community as the population increases in the next decade.
- **Existing infrastructure identified as being old, inaccessible and in poor condition would be replaced** including 39 Clow Street, 34 King Street (Dandenong Community Learning Centre), Memorial Hall, Market Street Occasional Care and Dandenong Day Nursery. The childcare services located at the Market Street Occasional Care Centre and Dandenong Day Nursery services would be relocated to the Community Hub and the sites sold, with the funds reinvested into the community hub development. Likewise, the Memorial Hall would be sold, and the funds reinvested into the community hub development. 39 Clow Street site could support future expansion of Dandenong Market, high density residential development, or be the location of the large-scale community hub, while 34 King Street could support future expansion of Dandenong Market or high-density residential development.
- **Kindergarten facilities would be incorporated into the development** with careful consideration given to service model i.e. a stand alone kindergarten service or one that is integrated with long day childcare.

- **Infrastructure at the Tom Houlihan Centre would remain unchanged, although use of the Centre would likely change with Council facilitating access to commercial office space for agencies and community organisations with administrative functions operating from Council buildings in central Dandenong.** In particular, this could include Southern Migrant Refugee Centre, the Centre for Multicultural Youth, South East Community Links and community organisations accessing the Tom Houlihan Centre. This approach would allow community buildings to be used more fully for program and service delivery and would help to reduce the high vacancy rates for commercial buildings in central Dandenong. If Council chooses to continue providing administrative spaces for these services in Council buildings, it is important to understand the footprint required for the community hub will be expanded.
- **The investment and the site footprint required is substantial.** The Springvale Community Hub including the Springvale Library, customer service, early years facilities and public use meeting rooms will cost an estimated \$27 million. The open space surrounding the building will cost an estimated \$10 million. While the large-scale community hub proposed as part of this option would have different features, the facility components are substantial including childcare, kindergarten, MCH, community learning spaces, flexible multipurpose activity spaces, office spaces, entry / reception spaces. It is estimated floorspace of around 8,500m² would be required to accommodate the services and activities proposed in this option inclusive of car parking and outdoor space for the early years' services and for informal recreation and socialising. The floorspace requirements could be located over multiple levels but a notable ground floor footprint will still be required to accommodate outdoor space.
- **Careful consideration must be given to the operating model including how the facility would be managed and how an integrated service model can be delivered** where there are multiple service providers and many different uses. Lessons must be learnt from other facilities Council has developed or manages such as the Paddy O'Donoghue Centre. A genuine and ongoing commitment to working together and open communication is required by all service providers to deliver an effective operating model.
- **The design process must include people who are involved in service delivery and will be involved in the management and operation of the facility** to ensure the design reflects operational needs,
- **Palm Plaza Meeting Room would need to be upgraded.** The building is located on crown land and cannot be sold by Council. It is currently very underutilised largely because of the toilets located outside the front of the building. The removal of the public toilets, an upgrade to the internal spaces and marketing of its new features and its central location, would make it an attractive community meeting space.
- **Expanded use of The Castle should be facilitated** through improved marketing of the facility and possibly minor upgrades to the infrastructure to support a wider range of uses. Consideration will also need to be given to the availability of car parking surrounding the site and may require time limited car parking to be made available.

- **Council officers would largely continue to be located at 39A Clow Street**, and this would most likely require some reworking of the entry to this building to facilitate community access for Youth and Family Services case management and counselling services.

Appendix B: Site Analysis, Medium and Large-Scale Community Hub

Factors	Commentary
39 and 39A Clow Street	
Site Footprint	<p>The building size for 39 Clow Street is 2,460m² and for 39A Clow Street is 956m². There is also a small amount of land surrounding both buildings which means the site in total is around 4000m².</p> <p>A medium or large-scale hub could be built over several levels and include outdoor space. It is however likely some of the outdoor space would need to be provided above ground e.g. rooftop or podium to accommodate the needs of the early years' services incorporated in a large-scale hub.</p>
Surrounding land uses	<p>Located alongside Dandenong Market and opposite Dandenong Plaza, it forms part of a precinct which is proposed to accommodate medium to high density residential development and possible expansion of the Dandenong Market.</p> <p>The site is located away from other community infrastructure such as Dandenong Library.</p>
Planning controls	<p>The land is zoned CDZ2 – Comprehensive Development Zone 2 which will allow the development of a community hub, but it could be considered an underdevelopment of the site unless it is incorporated with other elements e.g. residential housing.</p>
Proximity to public transport	<p>Close to frequent public bus services.</p>
Availability of existing car parking	<p>The site has access to extensive existing car parking both for the buildings and Dandenong Market. Car parking is difficult to access on market days.</p> <p>An estimated 100 – 140 car parks are required. The site currently has 44 car parks attached to the buildings with several hundred available on the Market site and surrounds.</p>
Ownership and control	<p>The building and surrounding land is owned by Council.</p>
Cost implications	<p>The options assume the existing buildings will be demolished and new infrastructure built.</p> <p>Developing a hub over multiple levels will increase the cost to develop the site. For the large-scale hub, the inclusion of outdoor space above ground will further increase the cost to develop the building on this site. If existing car parking cannot be used for the building, this will also be an additional cost to the project.</p>
34 King Street	
Site Footprint	<p>The site is 638m².</p> <p>The hub would need to be built over multiple levels and it would be difficult to provide outdoor space, but it may be possible to increase the size of the site by including the property next door or behind the DNCLC. It is likely some of the outdoor space would need to be provided above ground e.g. rooftop or podium to accommodate the needs of the early years' services in the large-scale hub.</p>

Surrounding land uses	<p>Located close to Dandenong Market, the site forms part of a precinct which is proposed to accommodate medium to high density residential development and possible expansion of the Dandenong Market.</p> <p>The site is located away from other community infrastructure such as Dandenong Library.</p>
Planning controls	<p>The land is zoned RGZ1 - Residential General Zone 1. A community hub can be built in this area with a planning permit, but height restrictions will apply potentially capping the number of levels the hub could incorporate.</p>
Proximity to public transport	<p>Close to frequent public bus services.</p>
Availability of existing car parking	<p>The site has access to extensive existing car parking associated with Dandenong Market. Car parking is difficult to access on market days.</p> <p>An estimated 100 – 140 car parks are required, and the site has no onsite car parking. The small footprint of the site means car parking could only be achieved underground and would be well below the amount required to support the operation of the building.</p>
Ownership and control	<p>The building and neighbouring properties are owned by Council.</p>
Cost implications	<p>The existing building would need to be demolished and new infrastructure built.</p> <p>Developing a hub over multiple levels and including outdoor space above ground will increase the cost to develop the building on this site. This would be required for both a medium and large-scale hub. In addition, if existing car parking associated with the Market cannot be accessed, further land or a multi-level car park will be required to accommodate car parking requirements.</p>
Walker Street Gallery	
Site Footprint	<p>The site footprint is 1,083m² inclusive of a small amount of car parking.</p> <p>The hub would need to be built over multiple levels and it would be difficult to provide outdoor space unless it could be provided above ground e.g. rooftop or podium.</p>
Surrounding land uses	<p>Located close to Dandenong Library and the new Arts Hub Council is developing, it forms part of a precinct which is undergoing significant change.</p>
Planning controls	<p>The land is zoned CDZ2 – Comprehensive Development Zone 2 which will allow the development of a community hub, but it could be considered an underdevelopment of the site depending upon its size. .</p>
Proximity to public transport	<p>Located 350m walk from Dandenong train station.</p>
Availability of existing car parking	<p>There is a small amount of on-site car parking (estimated 8) and extensive car parking is available in the surrounding streets and in the multideck car park in Walker Street, however this is already in high demand for other activities and services in the area including Dandenong Library and Civic Centre. The small footprint of the site means car parking could only be achieved underground and would be well below the amount required to support the operation of the building.</p>

Ownership and control	The site is owned by Council however Council has flagged selling the land to help fund the new gallery being developed in Mason Street.
Cost implications	The existing building would need to be demolished and new infrastructure built. Developing a hub over multiple levels and including outdoor space above ground will increase the cost to develop the building on this site. This would be required for both a medium and large-scale hub. In addition, further land or a multi-level car park will be required to accommodate car parking requirements.
144 Thomas Street	
Site Footprint	The site footprint is estimated to be 367m ² inclusive of 16 car spaces. The hub would need to be built over multiple levels and it would be difficult to provide outdoor space unless it could be provided above ground e.g. rooftop or podium. There may be opportunity to build over the laneway between the site and Dandenong Library and Civic Centre located next door. This would both expand the site capacity and provide a direct connection to the Library.
Surrounding land uses	Located alongside the Dandenong Library and Civic Centre, the site forms part of a substantial community precinct including Harmony Square. A laneway runs between the building and the Library and Civic Centre and there may be opportunity to build over the top of the laneway connecting the Hub with the Civic Centre.
Planning controls	The land is zoned CDZ2 – Comprehensive Development Zone 2 which will allow the development of a community hub, but it could be considered an underdevelopment of the site depending upon its size. The site is also subject to a Design and Development Overlay
Proximity to public transport	Located 400m walk from Dandenong train station.
Availability of existing car parking	There is a small amount of on-site car parking (estimated 16) and extensive car parking is available in the surrounding streets and in the multideck car park in Walker Street, however this is already in high demand for other activities and services in the area including Dandenong Library and Civic Centre. The small footprint of the site means car parking could only be achieved underground and would be well below the amount required to support the operation of the building.
Ownership and control	The building and property to the north are owned by Council.
Cost implications	The existing building would need to be demolished and new infrastructure built. Developing a hub over multiple levels and including outdoor space above ground will increase the cost to develop the building on this site. This would be required for both a medium and large-scale hub. In addition, further land or a multi-level car park will be required to accommodate car parking requirements.

Grassy Knoll (Cnr Thomas and Walker Streets)	
Site Footprint	<p>The site footprint is estimated to be 1,000m².</p> <p>The hub would need to be built over multiple levels and it would be necessary to provide some outdoor space above ground e.g. rooftop or podium. There is likely to be concern from the community about the loss of green space from the precinct and careful consideration would need to be given to the design of the building to ensure site lines remain clear between the Library, Thomas and Walker Streets.</p>
Surrounding land uses	Located as part of the Dandenong Library, Civic Centre and Harmony Square precinct.
Planning controls	The land is zoned CDZ2 – Comprehensive Development Zone 2 which will allow the development of a community hub. The site is also subject to a Design and Development Overlay
Proximity to public transport	Located 450m walk from Dandenong train station.
Availability of existing car parking	There is no onsite car parking but extensive car parking is available in the surrounding streets and in the multideck car park in Walker Street. However, this is already in high demand for other activities and services in the area including Dandenong Library and Civic Centre. It is unlikely car parking could be achieved on site. .
Ownership and control	The site including the Library, Civic Centre and Harmony Square is fully owned by Council.
Cost implications	Developing a hub over multiple levels and including outdoor space above ground will increase the cost to develop the building on this site. This would be required for both a medium and large-scale hub. In addition, further land or a multi-level car park will be required to accommodate car parking requirements.
266 – 284 Lonsdale Street (cnr Lonsdale Street and Clow Street, includes City Park)	
Site Footprint	<p>The site footprint is 1,649m².</p> <p>The hub would need to be built over multiple levels and it would be difficult to provide outdoor space unless it could be provided above ground e.g. rooftop or podium.</p>
Surrounding land uses	The site is a highly visible corner location on Lonsdale Street. It abuts 2 street frontages and its neighbouring properties are retail premises. It is part of a broader retail precinct and is located opposite Dandenong Market.
Planning controls	The land is zoned CDZ – Comprehensive Development Zone which will allow the development of a community hub, but it could be considered an underdevelopment of the site depending upon its size. The site is also subject to a Design and Development Overlay
Proximity to public transport	Close to frequent public bus services.
Availability of existing car parking	There is a small amount of on-site car parking and extensive car parking is available in the surrounding precinct which includes Dandenong Plaza and Dandenong Market. Car parking is difficult to access on market days.

	The small footprint of the site means car parking could only be achieved underground and would be well below the amount required to support the operation of the building.
Ownership and control	The site is owned by Council.
Cost implications	The existing building would need to be demolished and new infrastructure built. Developing a hub over multiple levels and including outdoor space above ground will increase the cost to develop the building on this site. This would be required for both a medium and large-scale hub. If car parking requirements cannot be met by the surrounding precinct, multideck car parking may need to be considered.
Car park at 26 - 28 Langhorne Street	
Site Footprint	The site footprint at 26 – 28 Langhorne Street is estimated to be 2,562m ² . The hub would need to be built over multiple levels and outdoor space could be provided at ground level for a medium scale hub but is likely to be more difficult to achieve for a large-scale hub. There would not be sufficient space to accommodate the car parking required to support the operation of the hub unless it was below ground level or external to the site. .
Surrounding land uses	The site is currently a car park and is surrounded by retail premises. It is part of a broader retail precinct close to Dandenong Plaza. While the site is very close to Memorial Hall, the Hall is proposed for sale as part of several options examined through the Needs Analysis. The site is therefore remote from other community infrastructure.
Planning controls	The land is zoned CDZ – Comprehensive Development Zone which will allow the development of a community hub, but it could be considered an underdevelopment of the site depending upon its size. The site is also subject to a Design and Development Overlay
Proximity to public transport	Close to frequent public bus services.
Availability of existing car parking	As noted above, the land is currently used for car parking and this would be lost, with any car parking retained on site required to support the operation of a community hub. Car parking for the site would most likely need to be provided underground or an external multideck car park developed in the vicinity e.g. at the McCrae Street car park.
Ownership and control	The site is owned by Council.
Cost implications	Developing a hub over multiple levels and including outdoor space above ground will increase the cost to develop the building on this site. This would be required for both a medium and large-scale hub. If car parking requirements cannot be met by the surrounding precinct, multideck car parking may need to be considered.
Car park at 60 McCrae Street	
Site Footprint	The site footprint at 60 McCrae Street is 3,477m ² . A medium scale hub could be built at ground level including outdoor space, but without sufficient car parking to support the operation of the hub. A large-

	scale hub would need to be built over multiple levels and some outdoor space may need to be provided above ground e.g. rooftop or podium. There would not be sufficient space to accommodate the car parking required to support the operation of the hub unless some could be provided below ground level or external to the site. .
Surrounding land uses	The site is currently a car park and is surrounded by retail premises. It is part of a broader retail precinct close to Dandenong Plaza. While the site is very close to Memorial Hall, the Hall is proposed for sale as part of several options examined through the Needs Analysis. The site is therefore remote from other community infrastructure.
Planning controls	The land is zoned CDZ2 – Comprehensive Development Zone 2 which will allow the development of a community hub, but it could be considered an underdevelopment of the site depending upon its size. The site is also subject to a Design and Development Overlay
Proximity to public transport	Close to frequent public bus services.
Availability of existing car parking	As noted above, the land is currently used for car parking and this would be lost, with any car parking retained on site required to support the operation of a community hub. Car parking for the site would most likely need to be provided underground or an external multideck car park developed in the vicinity e.g. at the Langhorne Street car park.
Ownership and control	The site is owned by Council.
Cost implications	Developing a hub over multiple levels and including outdoor space above ground will increase the cost to develop the building on this site. This would most likely be required for large-scale hub. If car parking requirements cannot be met by the surrounding precinct, multideck car parking may need to be considered.

Appendix C: Estimated Building Maintenance and Renewal Costs

Facility	10 Years			20 Years		
	Maintenance	Renewal	Total	Maintenance	Renewal	Total
Tom Houlihan Centre	\$246,000	\$756,000	\$1,002,000	\$439,416	\$1,315,776	\$1,809,000
Market Street Occasional Care Centre	\$134,000	\$464,000	\$598,000	\$268,000	\$661,000	\$929,000
Dandenong Day Nursery	\$195,000	\$675,000	\$870,000	\$389,000	\$961,000	\$1,350,000
Memorial Hall	\$155,000	\$425,000	\$580,000	\$310,000	\$1,037,000	\$1,347,000