Redlands Social Infrastructure
Strategy 2009

Redland
CITY COUNCIL

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Mayor's message

With the Redlands Social Infrastructure Strategy, Redland City Council hopes to secure the facilities, services and networks that will underpin the wellbeing of our communities over the next 20 years.

As we developed our Community Plan, Redlands 2030, it became clear that the people of the Redlands want connected communities in the future. They want communities where there are strong links between people and groups, where people support each other and have a strong sense of attachment to the places we all call home.

The good work of previous generations and governments mean that our communities are on the whole well-serviced with access to the resources to live a 'good life'. However, this is not true for all. Some of our young people and older residents, people with a disability and their carers struggle to sustain connected and fulfilling lives, and local community services and church organisations report increased demand for emergency relief to meet food and other basic costs of living.

The Redlands is a caring community, where people are passionate about their environment and their lifestyle. Over the coming years as our population grows and ages we will need to be proactive so that we build on the things that make life here great, and maintain our quality of life for everyone, including vulnerable people, groups and families.

The Redlands Social Infrastructure Strategy articulates a new approach. It signals new ways to plan for social infrastructure and new ways to develop and deliver facilities, services and networks on the ground. Council's commitment to the strategy is articulated in the Social Infrastructure Policy.

This strategy goes beyond the requirements outlined in planning guidelines. It is based on a rich understanding of this city's people, needs, strength and aspirations. It looks beyond bricks and mortar, recognising the importance of services, activities, groups and networks in our lives.

This strategy includes some key shifts in how we meet social needs.

- We will develop new programs and link up existing groups as we develop precincts around existing and new facilities to create living hubs in our new and established communities.

- We plan to increase our emphasis on community development to support our people and organisations and communities to grow their own responses to their needs and aspirations.

- We will support social enterprises – groups or programs that use business models of operating to deliver social outcomes.

We will invest in big-picture "catalyst" projects that will provide ground-breaking infrastructure here in the Redlands – from an innovative Indigenous knowledge centre on North Stradbroke Island to a structured Community Foundations program that will support our organisations and groups to develop capacity and viability.

An ambitious program of city-wide projects will address opportunities and issues that apply across the city. At the local level, we have identified a number of critical needs and opportunities to improve social infrastructure provision in districts and neighbourhoods, particularly in high growth areas.
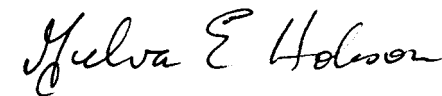
It's important to be clear that Council can not deliver the strategy alone. We will advocate to other levels of government and the private sector, and we will set up partnerships and alliances to attract new investment in social infrastructure and better use of existing facilities and services.

What is social infrastructure?

"Social infrastructure refers to the community facilities, services and networks which help individuals, families, groups and communities meet their social needs, maximise their potential for development, and enhance community well-being." Services and networks are also included, recognising their critical role in developing and supporting strong, well-resourced, connected communities.

(SEQ Regional Plan 2005-2026, Implementation Guideline No.5: Social Infrastructure Planning, June 2007)

The Redlands Social Infrastructure Strategy will be vitally important for our city's future, along with our land use planning, cultural, environmental and economic development strategies, as we work towards the visions being articulated in our Community Plan.

Melva E Hobson PSM
Mayor of Redland City

Introduction

The Redlands Social Infrastructure Strategy is being developed in a time of increased emphasis in the state and federal arenas on the critical role of social infrastructure in developing economically, socially and environmentally sustainable communities.

The Redlands Social Infrastructure Strategy is informed by a rigorous analysis of publicly available research, trend analysis and local resources to ensure that the traditional benchmark-based approach to infrastructure planning was enriched by both global policy and practice, as well as an understanding of the experience and aspirations of residents and workers in the Redlands. The methodology included:

- consultation with stakeholders including government agencies, local organisations, community representatives and Councillors and Council officers to validate research findings and identify local priorities

- a community profile including analysis of future population and dwelling projections

- an audit of existing social infrastructure

- needs analysis and benchmarking based on desired standards of provision

- a review of national, state and local government policies, planning and delivery frameworks

- a network review

- a community health profile

- technical papers commissioned from experienced social planning consultants (supporting documents are listed at the back of the strategy and are available as separate publications).

In undertaking these investigations, Council has produced a strong evidence base from which to inform other policy and strategy development activities across the organisation. At its most practical, this data and analysis is already being put to use to support funding applications by Council and other local interests.

The process of developing the Redlands 2030 Community Plan provides an opportunity to test the vision, goals and actions of the Redlands Social Infrastructure Strategy through broader community consultation.

The current situation – social infrastructure in the Redlands

While Redland City's established communities are relatively well-serviced in terms of social infrastructure there are improvements needed in the scope and effectiveness of our facilities, services and networks to meet current needs and respond to future population changes.

An audit of existing infrastructure, stakeholder interviews and a review of local networks undertaken in development of this strategy highlighted:

Networks and community development support

- the pivotal role of networks, service inter-agencies and other collaborations in maintaining and attracting services, programs and funding for the city

- a need for administration and operational planning support for non-government organisations (NGOs)

- the need for access to credible information on local needs and future growth for local service providers' planning activities as well as for community building and people's participation in civic and community life

- absence of community development capacity and targeted funding to undertake community building activities in new/changing communities, and prevention and early intervention work with vulnerable families and individuals

Service capacity issues

- an overall increase in demand on existing services

- a lack of capacity to meet demand in the family, children and youth sectors, particularly for child safety and rehabilitation

- critical under-provision of emergency accommodation, and significant housing stress in parts of the city

- a shortage of space for service delivery, particularly for young people and respite

- current use by Redlands residents of a number of services located outside the city, particularly in Brisbane City and inner city suburbs, Mount Gravatt and Camp Hill

Facility shortfalls

- a need for refurbishment and expansion of existing facilities, particularly to cater for meetings, training, workshops and equipment

- a need for greater flexibility in community facilities i.e. hours of operation, wireless connections, space configuration and hiring fees

- a need for respite space/facilities for the frail aged and people with a disability

- limited access for people with a disability to community facilities for example, lack of hearing loops

- problems experienced in accessing broadband and new digital services on the islands

Responding to growth and change

- the need for transport, services and facilities as the population grows in the southern area of the city

- a skew of support and development services and employment services to the northern end of the city

- the unique circumstances of the islands, setting them apart from the mainland and presenting challenges that are not typical to other parts of south-east Queensland.

What is community building?

"Community building means enhancing the connections and relationship among people in order to strengthen common values and promote collective goals. These goals may include community cohesion, safer neighbourhoods, support for isolated or disadvantaged people, healthier children and families, more local employment opportunities, greater cultural recognition, more equitable access to housing or more profitable local businesses."

(Elton Consulting (2007) Feasibility Study of Community Hubs for the Parramatta Local Government Area – Briefing Paper, 25 September 2007, p.4)

Future shifts

The SEQ Regional Plan 2009-2031 will have significant impact on Redlands communities if the proposed urban footprint is to be implemented and infill dwelling targets met. The regional plan proposes an additional 21,000 new dwellings for the city by 2031. Of this 15,000 dwellings (71% of total new dwellings)[1] are required to be delivered as part of infill developments, that is, as part of higher density residential and mixed use developments at transport nodes and in centres.

At the same time, additional dwellings are proposed for the southern part of the city and on the islands. As new communities are developed in Thornlands and Victoria Point, it will be increasingly important to plan and deliver social infrastructure to service the needs of these catchments. These areas will be home to about half of the city's children. Additional social infrastructure will be required at Victoria Point and Redland Bay to address the needs of these emerging communities as well as the established rural catchments.

As resident populations on the islands increase, on-island facilities to accommodate and support outreach and outpost services will become increasingly important. Redland Bay will have a key role as a service centre in the future.

New approaches to social infrastructure

Around the world, government and communities are developing new ways to address social infrastructure needs. Increasing populations, changing aspirations and scarce resources mean that innovation and collaboration are required. To plan for social infrastructure in the Redlands we have looked at trends and practices around the world that fit with our communities' strengths, needs and aspirations.

"Social infrastructure includes experienced staff, local support networks and local knowledge built up over time."

(Marston, Morgan and Murphy (2003) p.37)

Some of the major changes in approaches to social infrastructure that have influenced the Redlands Social Infrastructure Strategy include:

- more emphasis on investing early in greenfield communities

- more emphasis on prevention and early intervention

- emphasis on supporting service systems

- creation of hubs

- a shift to place management and joined-up government

- increased use of schools as community centres

- emergence of research about age-friendly cities, including aged and child-friendly design

- move to sustainability and thinking locally

- use of partnerships and alliances to deliver infrastructure.

Investment upfront in greenfield communities

Governments and developers are increasing looking to invest in social infrastructure in the early stages of greenfield developments. Social infrastructure gives developers a market edge. It is necessary for governments to plan and invest in social infrastructure as these communities may be isolated from existing services and networks[2]. Research conducted by the New South Wales Urban Development Institute of Australia found that most home buyers in new developments were prepared to contribute to the cost of community facilities such as library resources and upgrades, community buildings, and larger district park facilities[3].

Prevention and early intervention

Getting in early or before there is a health, social or economic problem is a cornerstone of the prevention and early intervention approach. Numerous studies have concluded this approach:

- contributes to the promotion of strong communities and to positive social outcomes

- enables communities to continue to deal with issues through their own resilience and capacities

- is cost-effective, and in many instances, these cost-benefits are demonstrably cumulative[4].

[1] *Queensland Government (2009) South East Queensland Regional Plan 2009-2031, p.91*

[2] *Queensland Government (2007) SEQ Regional Plan 2005-2026: Implementation Guideline No. 5: Social Infrastructure Planning, Office of Urban Management, June 2007, p.52*

[3] *University of Western Sydney (2006) Not just all houses: Homebuyer Preferences and Developer Contributions in New Release Areas in Sydney, Prepared for Urban Development Institute of Australia New South Wales, October 2006*

[4] *Australian Government (2000) Policy Research Paper No. 11: A Meta-analysis of the Impact of Community-based Prevention and Early Intervention Action, Prepared by Erin Gauntlett, Richard Hugman, Peter Kenyon and Pauline Logan, Department of Families and Community Services, March 2000*

Supporting the service system

Having a robust and responsive service system is essential for maintaining and enhancing quality of life for local communities. Governments and planners are recognising the need for better planning and integration of services, with government, private and community sectors working together to better coordinate and address gaps. The introduction of case managers, one-stop shops and service hubs are all examples of recent attempts to create a 'seamless service system'.

Hubs

A community hub can be a multipurpose building, a collection of services or a locality. The primary objectives of community hubs are service coordination and delivery, place-making, community building and space and access for activities, programs and services to address social needs[5].

Place management and joined-up government

Recent research completed by Vinson[6] suggests a period of 8 9 years of government and community collaboration is necessary in highly disadvantaged communities to effect any real change. The report suggests that community capacity building activities should be undertaken together with a focus upon other tangible opportunities in areas such as education and training/re training, work and income generation, improving health, parenting skills, problem-solving law enforcement, cultural programs and developing local leadership capacities. This work needs to occur across government, community and business to be effective.

Council and the Queensland Government's collaboration on the Southern Moreton Bay Islands Place Project is a local example of the place management approach being used to address long-term issues in a local community.

Schools as community centres

Schools are critical social infrastructure providing not just education and learning facilities, but vital local employment and community building opportunities within their local communities[7]. How schools are built and managed is shifting. In the United Kingdom schools are being reshaped as hubs for community services supporting a wide range of activities and services. In Victoria schools are being opened up for shared community use in partnership with local communities. There are over 30 public and private education facilities in the Redlands (excluding child care centres and kindergartens) each offering differing degrees of community access to their assets. Council currently provides school-age care services across 19 sites.

[5] Elton Consulting (2007) Feasibility Study of Community Hubs for the Parramatta Local Government Area – Briefing Paper, 25 September 2007, p.2

[6] Vinson, Tony (2007) Dropping off the Edge Report, Commissioned by Jesuit Social Services and Catholic Social Services Australia [located at www.jss.org.au]
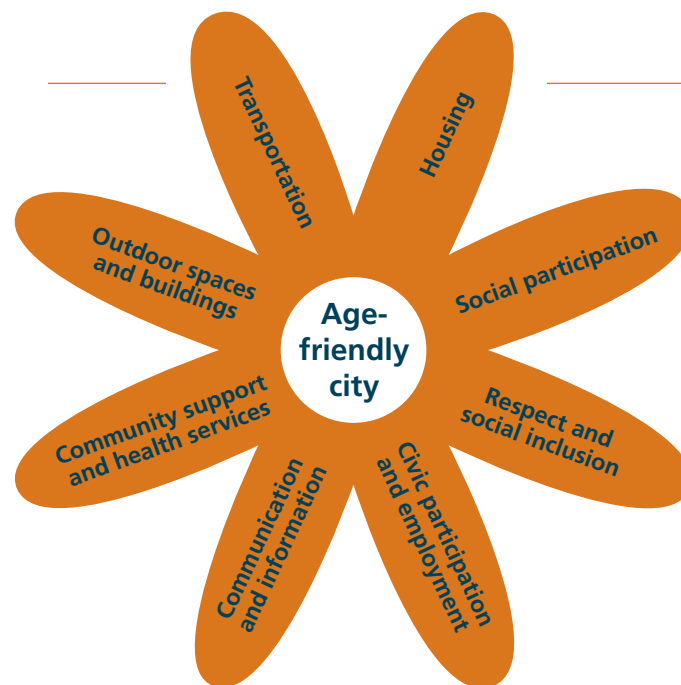
[7] Fine M., Pancharatnam, K. and Thomas, L (2005) Coordinated and Integrated Human Service Delivery Models, Social Policy Research Centre Report 1/05, University of New South Wales, Sydney

Age-friendly cities

The World Health Organisation (WHO) has identified urbanisation and an ageing population as two of the foremost forces shaping how we live in the 21st Century. The WHO defines an age-friendly city as one, which "encourages active ageing by optimising opportunities for health, participation and security in order to enhance quality of life for older people"[8]. A successful city will respond across a range of topic areas, with government, private and community sectors working in partnership with older people themselves.

Partnering and alliances

Partnership models to support the development of strong communities and the delivery of social infrastructure are currently being implemented in a number of communities across Australia. An evaluation of the Caroline Springs Project in outer northern Melbourne found four critical success factors: a good broker; having the right decision-makers at the table and a willingness to contribute; a shared vision, objectives, good processes and champions; and early results. A survey of residents found that they experienced higher levels of active participation and connection to their local community as a result of this approach than other similar developments.[9]

Age-friendly city — Transportation, Housing, Social participation, Respect and social inclusion, Civic participation and employment, Communication and information, Community support and health services, Outdoor spaces and buildings

Value of community gardens

"As places which develop social capital… Providing a physical location for residents to meet other people and socialise, increase social networks and supports."

(Armstrong (2000) in Kingsley, J. and Townsend, M. (2006) 'Dig In' to Social Capital: Community Gardens as Mechanisms for Growing Urban Social Connectedness, Urban Policy and Research, Vol 24:4, p.525-537)

Sustainability and thinking locally

A significant feature of the early 21st Century has been the rise of 'sustainable living' as a means of describing a range of approaches to addressing the critical issue of how to live sustainably in an urbanising, post-industrial world. A number of community-based movements have appeared around the globe including:

- think local, grow local – the rise of local food production in urban farms and community gardens, local markets

- slow movement – from slow cooking to turning off the email to use traditional forms of communication

- bicycle and pedestrian – development of charters, bike-hire enterprises

- renewed interest in the public realm and high quality public space.

These movements are also now reflected in international planning and development projects such as the European Eco-Town Program which accredits communities (usually between 8,000-20,000 people) who have developed and implemented master planned communities which give equal weight to social, economic, cultural and environmental considerations.

[8] *World Health Organisation (2007) Global Age-friendly Cities: A Guide*

[9] *Victorian Government (2007) Strengthening Local Communities: Integrated Local Area Planning in Growth Suburbs - The Evaluation of the Caroline Springs Partnership, Prepared by Jeanette Pope, Research Manager, Department of Planning and Community Development, August 2007*

Child-friendly communities

The need to develop child-friendly communities where children and young people have access to the full range of opportunities to participate in community life and reach their potential is well recognised. Partnerships between local government, business, local cultural and community organisations and services (including schools), families and children are essential if child-friendly communities are to be built.[10]

Valuing young people

Teenagers and young adults are important members of the Redlands community. Not only will they be the community's future leaders and business people, they hold the energy and creativity to drive innovation within Redlands now.

Ensuring young people are part of on-going dialogue and decision-making about how the community develops is recognised by initiatives such as Redlands 2030 and the Australia 2020 Summit.

[10] *Australian Research Alliance for Children and Youth (2006) What Constitutes Child Friendly Communities and how are they built?, Prepared by Amanda Howard, The Benevolent Society New South Wales, Prepared for the Australian Research Alliance for Children and Youth June 2006, p.6*

Child-friendly communities

"Positive experiences for children don't depend just on particular playgrounds or services, they depend on the overall place offer to children and young people."

(Beunderman, Hannon and Bradwell (2007) Seen and Heard: Reclaiming the Public Realm with Children and Young People, DEMOS and Play England, p.108)

Extract from the Top 10 Ideas – Australia 2020 Youth Summit Communique

Idea 3: By youth for youth community infrastructure for tomorrow and today

The creation of amalgamated business and community centres for youth will encourage entrepreneurship and community-building activities.

Trends, opportunities and challenges

As well as looking at what's happening in social infrastructure planning and delivery around the world, the Redlands Social Infrastructure Strategy takes into account significant trends, opportunities and challenges which are expected to have a major impact on Redland City over the next 20 years:

- global forces – climate change, the economic downturn, and oil prices

- national trends – 'sea change' trends, housing affordability, growing-up on the urban fringe and focus on social inclusion

- regional and local challenges – ageing population, infill development and higher density living, serving established, emerging and new communities, increasing local employment, building on local strengths and managing Moreton Bay.

Global forces

Climate change

The Prime Minister's Science, Engineering and Innovation Council has identified south-east Queensland as a region particularly vulnerable to the impacts of climate change due to the nature of its built environment in relation to rising sea levels, storm surges and flooding[11]. Recent public health research has identified a range of diseases and health risks associated with climate change due to increased global temperatures.

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[11] CSIRO (2008) National Research Flagships Collaboration Fund, Flagship Cluster Specification for Regional Adaption to Climate Change – South East Queensland [located at www.csiro.gov.au]

[12] Access Economics (2008) The Global Financial Crisis: Implications for South Australian Local Government, Report by Access Economics for Local Government Association of South Australia, 3 December 2008, p.12

[13] Access Economics (2008) The Impact of the Global Financial Crisis on Social Services in Australia: An Issues Paper, Prepared by Access Economics for Anglicare Australia, Catholic Social Services Australia, The Salvation Army and Uniting Care Australia, November 2008

Impact of global financial crisis

"The long-term unemployment rate will rise rapidly and will not recover quickly. Figures from the last recession (ABS 2008) show those unemployed for more than 12 months increased from 24.8% in June 1991, to 34.6% in June 1992, and 39% by June 1993. It took ten years to return to below 25% in Jan 2001."

(QCOSS (2009) Presentation on the social impacts of the economic crisis to the Queensland Government's Job Taskforce, February 2009)

Economic downturn

The 2009 economic downturn is likely to drive up local unemployment in line with national trends, for example through closures of local employers, or moving offshore. It will also have a financial impact on people with fixed incomes and self-funded retirees living in the Redlands. Sectors most vulnerable to a prolonged economic downtown include manufacturing, construction, property and business services, mining and tourism.

There may also be an increased demand for social services as well as Council services and facilities (such as libraries, community centres and recreation facilities) as unemployment increases and working hours reduce leading to a drop in discretionary spending[12]. Low income households and disadvantaged communities will be directly impacted by slowing growth and rising unemployment.[13]

Oil prices

Car reliant suburbs will continue to be vulnerable to the impacts of rising oil costs combined with housing costs. The Redlands Community Health Profile 2008 highlighted that communities between Capalaba and Cleveland and in the south of the city rank high on the Oil Vulnerability Index for Brisbane[14].

Digital age

Digital technologies are rapidly transforming not only access to information and knowledge but also the creation of knowledge. User-generated content online is growing exponentially, and increasingly government, business and the community look to online sources for information and networking, and to do business and deliver services. The pace and complexity of technological change is so great that it is impossible to accurately predict community information needs and impacts on community interaction, or the systems and tools to address them beyond three to five years[15]. What is known is that access to new technologies can be unequal and people can be increasingly vulnerable to injury to persons and property. Ensuring safe and equitable access for all ages and localities is critical for connected communities.

National trends

'Sea change' phenomenon

Redland City's coverage of Moreton Bay and the islands will see a continued influx of individuals and families seeking a relaxed coastal lifestyle[16]. Population growth in young families and members of the 'baby boomer' generation (aged over 55 years) will increase demand for local employment opportunities and physical and social infrastructure. There may also be social impacts associated with the loss of community identity (particularly for established residents) as new residents locate to the Redlands.

Housing affordability

The cost of land and increased reliance on infill development to meet regional population targets is likely to drive up housing costs and have impacts on the community. Consultations with local community housing and emergency relief organisations, together with statistics from the Residential Tenancy Authority and Australian Bureau of Statistics show that in some parts of the Redlands, housing is already considered unaffordable for many of the workers who are critical for local communities, from teachers to hospitality workers.

Growing up on the urban fringe

Numerous reports have highlighted the difficulties for young people growing up on the urban fringe where there is limited access to choice of employment opportunities, education and entertainment activities[17]. Reports of anti-social behaviour and risk-taking have prompted a renewed emphasis on innovative models of service and program delivery.

Inter-governmental focus on social inclusion

The Australian Government established the Australian Social Inclusion Board in May 2008 and recently published a set of 11 aspirational and practice principles for social inclusion[18]. This approach is underscored by a commitment to address entrenched disadvantage and the cycle of poverty through investment in long-term community building and targeted service delivery. The Queensland Government's *Toward Q2: Tomorrow's Queensland*[19] also outlines social objectives that address fair and caring communities.

[14] Dodson and Sipe (2005), Dodson and Sipe (2008)
[15] Redland Shire Council (2007) Redland Shire Library Service: A Ten Year Plan, June 2007
[16] National Seachange Taskforce (2005) Meeting the Sea Change Challenge: Sea Change Communities in Coastal Australia
[17] NLT Consulting 2007, Staying Connected: Solutions for Addressing Service Gaps for Young People Living at the Interface: A report to the Melbourne Interface Councils, September 2006 (revised March 2007); Porter Orchard & Associates (2006) Young People's After Hours Needs, City of Casey, May 2006
[18] Australian Government (2009) Social Inclusion Principles for Australia, [www.socialinclusion.gov.au]
[19] Queensland Government (2008) Toward Q2: Tomorrow's Queensland

Regional and local challenges

Ageing population

Redland City's identity as a place for families will shift over the coming years, with increasing numbers of lone person households and older people.

The ageing population will bring both opportunities and challenges. Over the next 20-30 years local communities will need to consider:

- increased demand for – and qualitatively different – community care services, seniors centres and other senior services

- increased demand for health promotion activities

- increased demand for different public library facilities, collections, technologies and programs

- increased demand for different cultural facilities, services, collections, technologies and activities

- increased demand for modifications to sporting, recreation and entertainment facilities[20].

Social isolation has the potential to become a critical issue for the Redlands. It can impact detrimentally on the health and wellbeing of older people (particularly those living alone).

Infill development and higher density living

By 2026, 41.9% of new residential development is expected to be in the form of attached dwellings (i.e. flats, townhouses, units)[21]. There will be a need to manage increasing density on the mainland, and increasing island populations, together with increases in demand for services for youth, family support services, child care, outside school hours care and general community support services. Research shows these demands are exacerbated in locations where infill development occurs in areas with existing shortages of services[22].

Redlands 2030 Population and Housing Trends Summary

- Our population is likely to increase by about 45,000 people
- New urban developments in Redland Bay and Thornlands will accommodate large increases in residential population, and will be home to about half of the city's children
- The population of the islands will grow to over 12,000 people, almost double the current population
- Almost one third of our population will be over 65
- Redlands' endangered native animal and plant species will be at risk from land clearing and other ecosystem pressures
- 24,500 new jobs will be needed to reach the city's local employment target of 60% (currently only 40% of our city's workers have jobs in the Redlands – most drive to Brisbane or Logan).

Employment

Currently 60% of the workforce leaves the city for work. The Redland Economic Development Strategy 2008 aims to significantly increase the proportion of workers who have jobs in Redland City. Local jobs are needed to improve this and to stop the trend for young people to move out of the Redlands for education and work[23].

Lack of affordable, accessible and acceptable quality of care for school age children (6-15 years) as well as younger children, is a major cause of disadvantage for women's workforce participation. In the United States of America, school-age care for teens is common.[24]

Serving varied communities

Social infrastructure planning strategies which respond to the differences between and within local communities are required. For example expectations and demands differ between mainland and island communities, urban and rural communities, and newly developing areas and more established residential areas. Each of these communities will have differing expectations on the level of service they require for their community (Marston 2003, Seachange Taskforce 2005).

Social and community service, facility and network responses will need to be flexible to adapt to these local variations. Communities will make decisions based on what services they will access locally and what services they are prepared to travel to access. Expanding the choice of affordable transport options is crucial across the whole of the Redlands and strengthening service levels, including outreach to the islands, will be a focus of this strategy.

[20] New South Wales Local Government Association (2004) Planning for Local Government Responses to Ageing and Place, p.50

[21] Redland City Council (2008) draft Local Growth Management Strategy

[22] Gooding (1990) in Randolf (2006) Children in the Compact City: Fairfield as a Suburban Case Study

[23] Kemp, D (2003) Redlands Community Facilities and Services Study; Fieldworx (2006) Redlands Young Adults Project

[24] National Foundation for Australian Women (2008) Submission to House of Representatives Employment Committee, August 2008

Local strengths

Social infrastructure responses should maximise the identified strengths within the Redlands community, including the Indigenous and local heritage, strong sense of identity and community spirit, established social and community networks as well as other social, cultural and economic assets.

The rights, needs and contributions of the Traditional Owners and Indigenous people of Minjerribah (North Stradbroke Island) and the wider Quandamooka region are acknowledged and supported.[25]

Managing Moreton Bay and the islands

In 2009 the Moreton Bay Marine Parks Zoning Plan came into effect to manage the park as a multiple-use marine protected area. The plan has implications for conservation and recreation activities in the bay. Council has announced the Bay Island Blueprint – a partnership approach, outlining a commitment to address infrastructure and funding challenges on the islands. The blueprint also seeks state government involvement to deal with the legacy of earlier planning decisions.

[25] *Redland City Council (2008) Corporate Policy 3081: Indigenous Community Policy*

Social infrastructure in the Redlands - our vision and goals

Our vision: building strong communities

This strategy outlines our approach to identifying and delivering high priority facilities, services and networks to achieve our vision for a strong Redlands community as articulated in the **Strong Communities Policy**:

A connected community with access to a full range of options required for a rich community life and an active attachment to place[26].

The Redlands Social Infrastructure Strategy picks up on the themes and aspirations emerging from the Redlands 2030 community planning process. It will support the community plan by delivering on four social infrastructure goals:

Well serviced communities: the community will have access to a range of services, facilities and networks to meet local needs and aspirations.

Prioritised responses: the strategy will prioritise infrastructure over the next 20 years based on comprehensive analysis of existing social infrastructure, demographic profiles, recognised benchmarks, social trends and cross-sector planning.

Partnership and innovation: all levels of government, non-government organisations and the private sector will create innovative models, contribute funds and develop partnerships to provide integrated social infrastructure. The strategy includes catalyst projects that will change the face of the Redlands.

Informed communities: community members and infrastructure providers will have evidence to support planning and advocacy, inform funding allocations and leverage resources.

[26] *Redland City Council (2009) Strong Communities Policy*

Goal	Indicator of success
Well serviced communities	Community satisfaction with current levels of facilities, services and networks
Prioritised responses	Achievement of key milestones for the major projects identified in this strategy
Partnership and innovation	Attraction of funding for identified priorities
Informed communities	Level of community support for Council infrastructure priorities

New approaches for social infrastructure in the Redlands

There are some significant shifts in this strategy that reflect international trends in social infrastructure planning and respond to opportunities and issues unique to the Redlands.

In the past, social infrastructure planning has largely focused on creating lists of facilities that are needed based on population numbers – for example one meeting room per 9,000 residents. The Redlands Social Infrastructure Strategy takes into account benchmarking based planning, but adds to it by considering a broader picture of social infrastructure. The strategy does not propose to develop meeting rooms as such, but rather to create multi-purpose facilities and revitalise existing halls and centres to create community hubs that are used for meetings, activities, community

development programs, service delivery, disaster recovery and other purposes depending on further community engagement.

The strategy has also adopted a more considered approach to social infrastructure provision, based on the need to establish sound and sustainable community structures to support the provision of services and programs to a local community or client group. Resources may be initially targeted to undertake community development work, prior to investment in services or a new or enhanced facility.

Example: Redland Social Infrastructure Approach

Social Infrastructure Response	Proposed delivery timeframe		
	Short	Medium	Long
Network	Undertake community development work to build local networks		
Service		Attract relevant services and programs	
Facility			Identify enhancements that may be required in future

New approaches for Redland City Council

- **Developing hubs and precincts as hearts for our communities**

  Many of our communities have a number of facilities such as schools, halls and sporting clubs. We will undertake community development and place-making work to link these facilities with local groups to form community hubs and precincts that are focal points for local activity.

- **Fostering social enterprises**

  We will support local organisations to apply business methods to meet social objectives. A new youth enterprise facility at Capalaba is one example of how we will do this.

- **Emphasising community development**

  Community development means working with communities to help them find ways to be active and sustainable, and to overcome barriers to participation and social inclusion. This work is as important as physical facilities, if not more important. We will refocus Council's community development effort on high-impact programs and projects, and will advocate for more community development capacity in government and community organisations working in our area.

- **Supporting the service system in new ways**

  There will be increasing dependence on a range of human services to meet the needs of older people, families and vulnerable people. This strategy looks at advocating to fill the gaps in the service system, improving the quality of services, and supporting services to be more effective as demand increases. The focus is on the critical areas of respite, youth and emergency housing.

What is a social enterprise?

An enterprise which pursues community aims through business methods and reinvest all profit/surplus back into the enterprise (i.e. not distributed to shareholders, owners or members).

Social enterprises focus on applying practical, innovative and sustainable approaches to social issues, with an emphasis on increasing wellbeing for those who are disadvantaged.

(Parramatta City Council 2008)

- **Working from our strengths**

  The Redlands is a strong community with natural and social assets and a long history of volunteerism. This strategy builds on those strengths.

- **Investing in catalyst projects that will have multiplier effects**

  Projects like the Minjerribah Knowledge Centre or our Community Foundations program will have benefits across the whole community. The catalyst projects contained in this strategy will position the Redlands as a leader in developing social infrastructure.

What is place-making?

Place-making describes the process of putting a heart into communities. Often it is a design-led process which involves the local community in the design of community and public spaces. Best practice place-making uses a community development approach to establish local connections and structures from which sustainable community organisations can develop.

- **Supporting and fostering networks**

  Networks connect people and bring positive opportunities for them to shape their communities. We will prioritise formation of networks and facility sharing in emerging communities and address gaps in existing communities.

- **Working from a strong evidence base**

  Establishing local research partnerships with local organisations and universities to investigate local issues and develop integrated responses. Partnerships will be future focused and will build Redland City's reputation for leading edge policy and practice.

- **Advancing digital technologies**

  Economic prosperity as well as the health and wellbeing of individuals, businesses and communities is increasingly dependant on access to new technologies. We will need to ensure the city's physical and social infrastructure is able to support and adapt to the digital technology evolution whilst not compromising efforts to provide face-to-face opportunities where people come together for commerce, citizenship, learning, leisure and social interaction.

Our plan for action

This strategy recommends:

Five catalyst projects

these are projects that will have a big impact well beyond a single catchment or district. They reflect the aspirations of the community and will position Redland City as a social and cultural leader in south-east Queensland.

Ten city-wide projects

these are initiatives that will make a big difference in supporting strong communities across the Redlands.
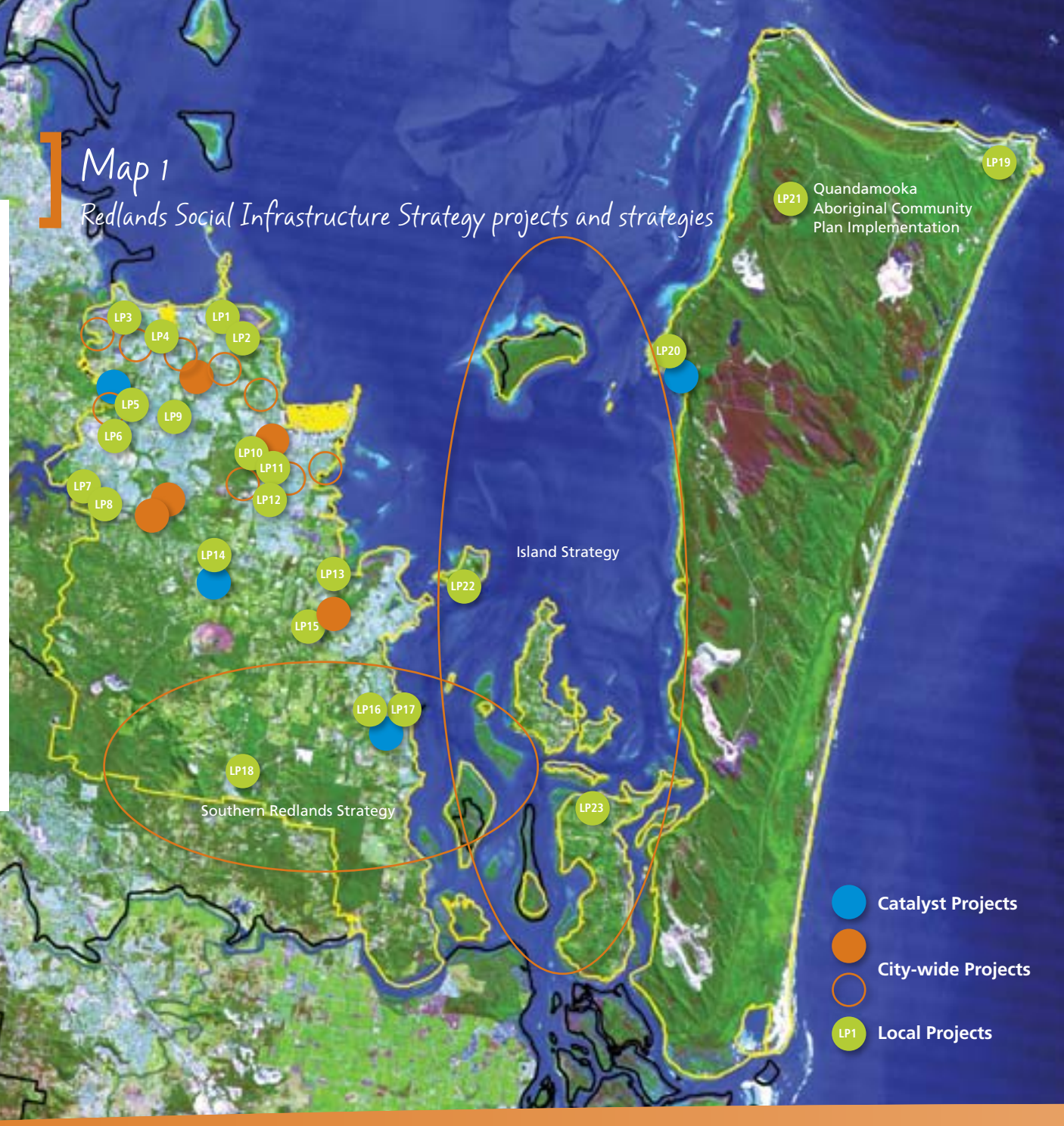
Twenty-four local projects

these are projects that meet critical gaps for services, networks or facilities in individual catchments. (The plan breaks the Redlands into six planning area catchments, grouping together suburbs based on settlement patterns and relationships between communities).

Beyond these identified projects, Council will continue to respond to funding or partnership opportunities as they arise or to adjust priorities based on shifts in policy or community demand.

Map 1
Redlands Social Infrastructure Strategy projects and strategies

LP19

LP21 Quandamooka Aboriginal Community Plan Implementation

LP3 LP1
LP4 LP2

LP20

LP5

LP9

LP6

LP10
LP11

LP7

LP8

LP12

Island Strategy

LP14

LP13

LP22

LP15

LP16 LP17

Southern Redlands Strategy

LP18

LP23

Catalyst Projects

City-wide Projects

Local Projects LP1

Map index

Catalyst Projects

CAT1	Youth Enterprise Centre, Capalaba
CAT2	Redland Community Foundations Program
CAT3	Minjerribah Knowledge Centre, North Stradbroke Island
CAT4	Community Wellbeing Hub (including health hub), Redland Bay
CAT5	Regional Sports Facility, Thornlands

City-wide Projects

CW1	Ageing in Place Strategy	CW6	Housing Choice Action Plan
CW2	Redlands Social Enterprise Program	CW7	Active & Healthy Communities Project
CW3	Schools as Community Centres	CW8	Critical Service Advocacy Plans – respite, emergency accommodation, youth services and education facilities
CW4	Community Hubs and Precincts Strategy	CW9	Local Social Infrastructure Strategies: Islands, Southern Redlands, Infill, Greenfield, Good Neighbour and Digital Technologies
CW5	Green Living Hubs	CW10	Redland City Lights Program

Local Projects

LP1	Wellington Point Community Precinct	LP13	South East Thornlands Community Office Space
LP2	Wellington Point Village Green	LP14	Kinross Road Community Hub, Thornlands
LP3	Birkdale Place-making Project	LP15	Victoria Point Community Hub
LP4	Thorneside Community Precinct	LP16	Redland Bay Cultural, Tourism and Learning Hub
LP5	Capalaba Community Precinct	LP17	Redland Bay Youth Space
LP6	Capalaba Health Hub	LP18	Mount Cotton Community Precinct
LP7	Degen Road Community Precinct, Capalaba	LP19	Point Lookout Hall Refurbishment, North Stradbroke Island
LP8	Carinya House Upgrade, Capalaba	LP20	Dunwich Community Precinct Indoor Sports Facility, North Stradbroke Island
LP9	Oakland Street Community Services Hub (and Alexandra Hills Community Precinct)	LP21	Quandamooka Aboriginal Community Plan Implementation, North Stradbroke Island
LP10	Cleveland Civic Precinct	LP22	Coochiemudlo Island Strategic Planning Project
LP11	Youth Enterprise Facility, Cleveland	LP23	Kennedy's Farm Community and Sporting Precinct, Russell Island
LP12	Tertiary Learning Centre, Cleveland	LP24	Macleay Island Sporting Facility

Catalyst projects

These five projects will have a big impact well beyond a single catchment or district. They reflect the aspirations of the community and will position the Redlands as a social and cultural leader in south-east Queensland.

1. **Youth Enterprise Centre** – create a youth space in the Capalaba Business Precinct and facilitate partnerships with community organisations to deliver targeted youth services. The centre would provide meeting and informal space to conduct youth skill development, enterprise projects and outreach to surrounding precincts with similar youth issues. This project builds on the momentum created by Council's award winning Redland Youth Plaza initiative.

2. **Redland Community Foundations Program** – this program will provide practical support to local organisations and communities through action-oriented leadership, support for innovation and partnerships, targeted community development and capacity building initiatives. In the short-term the program will focus on support for the community sector in the Redlands to overcome a range of local viability barriers such as the lack of affordable venues and office space from which to deliver their services; increased demand for services and support for high needs groups; challenges of servicing diverse and isolated communities; complexity and cost of compliance and accreditation with funding bodies and the need for innovation and collaboration.

3. **Minjerribah Knowledge Centre** – develop an innovative knowledge centre on North Stradbroke Island in collaboration with the Traditional Owners, local Indigenous community, local and state heritage and education institutions and the State Library of Queensland. The knowledge centre will provide modern library facilities for the whole community, whilst meeting the unique information, learning and cultural heritage aspirations of the island's Indigenous community.

4. **Community Wellbeing Hub** – develop an integrated community, health and recreation precinct that addresses the needs of the emerging community in the southern Redlands, whilst servicing the catchments of Southern Moreton Bay Islands and Mount Cotton. The primary purpose of the hub will be to support and grow mainland and island service models. The incorporation of an aquatic facility will also provide informal meeting, programming and health outcomes that help develop connections and contribute to a strong community. The proposed hub would contain:

   • a community centre with a human service focus

   • community health, allied health services and essential government services

   • an aquatic facility

   • opportunities for community education and development activities

   • opportunities for seniors and young people.

5. **Regional Sports Facility** – develop a premier sports facility in Thornlands based on a strategic approach to the provision and development of sports infrastructure in the southern Redlands. The facility will have a community focus that:

   • is based on partnerships for the development and management of multi-purpose facilities and shared venues

   • provides a diverse range of programs and activities to achieve active and healthy outcomes

   • is safe, accessible and of a standard suitable for elite athletes and the wider community.

City-wide projects

A number of needs and opportunities have emerged across the Redlands. Ten city-wide projects are proposed to address these needs and to take a strategic approach to these opportunities. Theprojects will benefit residents across the whole city.

1. **Ageing in Place Strategy** – a plan to foster new services, programs and relationships to support people to stay in their own communities as they grow older. The strategy will address the pressures created by the Redlands' dramatically ageing population profile and will work innovatively with the community and industry providers.

2. **Redlands Social Enterprise Program** – support social and cultural enterprise development by sourcing dedicated incubator space, building capacity of local organisations to support/undertake social enterprises, and seeking partnership opportunities with government, business and community sectors.

3. **Schools as Community Centres** – increase community access to school facilities and support broader school-community partnerships, building on implementation of the Australian Government's Building the Education Revolution funding 2009 (investment in schools).

4. **Community Hubs and Precincts Strategy** – across the Redlands, develop multi-purpose hubs or precincts around facilities or groups of facilities (many of them existing community buildings), commercial centres and public spaces to link meeting spaces, programs, service provision, events and informal activities as focal points for community interaction and activity. This will also involve a strategic review of halls and the development of a community facilities asset management plan.

Innovations: Schools as community hubs

"Schools function as community hubs providing local people with a meeting place that is not separated by a fence."

Home and Communities Academy (2008) Eco-Town Report: Learning from Europe on Eco-Towns

Innovations: Housing Targets

In the United Kingdom, the Eco-Towns Program seeks to achieve 30-50% affordable housing in mixed-use developments. In Queensland, the Urban Land Development Authority is seeking to secure 5-10% social housing in their developments with a significant proportion of the remaining housing affordable for rent or purchase by households on low to middle incomes.

5. **Green Living Hubs** – achieve broader community outcomes by linking existing and new environment education/sustainable living hubs and programs through partnerships with community and private organisations. The project builds upon local natural and human assets, economic potential for eco-business development, recreational activities, social and cultural enterprises and sustainable building principles. Potential to support local food through advice/infrastructure to neighbourhood community gardens and neighbourhood enterprises.

6. **Housing Choice Action Plan** – undertake a city-wide housing analysis, identify and pursue opportunities to build affordable housing in new developments and support the development of local responses to homelessness.

7. **Active & Healthy Communities Project** – target services, programs and facilities to improve health and wellbeing across the city, from a new health hub in southern Redlands to improved 'walkability' across the city and tracks and trails on the islands. This project will support the priorities of Council's Physical Activity Strategy (under development) as well as initiatives such as a child-friendly city.

8. **Critical Service Advocacy Plans** – bring together relevant stakeholders to develop advocacy plans to address gaps/shortfalls in the provision of services and programs in priority areas:
   - respite advocacy action plan
   - disability advocacy action plan
   - emergency accommodation advocacy plan
   - youth development strategy/advocacy plan with innovative programs such as Redland City Lights
   - education facilities for tertiary learning and schooling in southern Redlands.

Advocacy Plans – City of Whittlesea

The City of Whittlesea has developed an advocacy plan kit for a cooperative approach named Partnerships for Priorities. The kit has been prepared to facilitate stronger partnerships between the City of Whittlesea and the Victorian State Government in the planning and provision of key community services, facilities and infrastructure.

9. **Local Social Infrastructure Strategies** – develop strategies to inform community development practice, planning and service delivery for the following:

- Islands Strategy
- Southern Redlands Strategy
- Infill development
- Greenfield development
- Good Neighbour Strategy
- Digital technologies.

Community Development Practice

"Sustained activity that builds social connections and shared views enabling communities to pool effort, skills and resources to address an issue or achieve a shared goal."

(99Consulting (2009) Redlands Community Development and Networks Report)

10. **Redland City Lights** – promote vibrant, safe and creative nightlife opportunities for young people and the broader community across the Redlands. This initiative brings together cultural and community development expertise, with local businesses and community organisations to support evening life and a 'night economy'. Redland City Lights will cover community centres and precincts throughout the city, with late-night life focused in the major centres of Capalaba, Cleveland and Victoria Point. The lack of entertainment options, particularly night-life, was one of the top five issues identified by local young people in the Redlands Young Adults Project 2006 and the Redlands 2030 Community Plan.

Two sites for parkland improvements

The Village Green

Wetlands Link Park

The Village Centre

Illustrative map reference:
John Mongard Landscape Architects

Local projects

Given the variation in communities within the Redlands, this strategy considers the needs of six planning area catchments that make up Redland City. These catchments have been defined based on settlement patterns, relationships to surrounding communities and social infrastructure usage and trends. Within each of these catchments, a number of high priority local projects have been identified to respond to the needs of each local community.

Building on our strengths

Build on strengths by linking community groups with existing facilities to create focal points for local activity.

Wellington Point Community Precinct *(LP1)* – a community development program responding to local strengths and issues to support day and night activities, groups and networks and link them with existing facilities and organisations:

• Wellington Point Community Hall

• Wellington Point Primary and High School

• Roberts Street disability facilities, services and programs

• Redlands College

• Redlands Sporting Club

• St James' Church and Hall, Station Road, Wellington Point.

Wellington Point Village Green *(LP2)* – establish a civic space that is welcoming, safe and provides a sense of place through:

• community gatherings, events and social interaction

• encouraging positive activity with the surrounding centre uses.

Thorneside Community Precinct *(LP4)* – improve safety and access and introduce a community development program responding to local strengths and issues. Support new and existing sport, recreation and community activities, groups and networks and link them with existing facilities and organisations:

- Thorneside Community Hall
- Mooroondu Sports Hall
- William Taylor Sportsground.

Capalaba Community Precinct *(LP5)* – a community development program to support Capalaba's role as a community and service hub responding to local strengths and issues for young people, seniors and people with a disability. To support new and existing activities, groups and networks and link them with existing facilities and organisations:

- Capalaba Place
- Capalaba Library and Art Gallery
- Redland Community Centre (investigate expansion)
- Redlands Youth Plaza
- other government and non-government organisations.

Degen Road Community Precinct *(LP7)* – a community development and partnership program responding to local strengths and issues to support new and existing activities, groups and networks and link them with existing facilities and organisations:

- Police Citizens Youth Club
- Carinya House
- St Luke's Catholic Church and primary school
- childcare centre
- Capalaba Scouts
- Redlands BMX.

Cleveland Civic Precinct *(LP10)* – a community development and partnership program to support Cleveland's role as the major civic and human service centre. This program will link services groups and networks with facilities (existing/upgraded/new) and organisations to respond to city-wide and local strengths and issues:

- Council facilities (library, gallery, administration building, Redland Performing Arts Centre and Community Cultural Centre and showground pavilions)
- life-long learning (Donald Simpson Centre, U3A)
- supporting retention and expansion of essential services (Redland Community Centre, other government agencies and non-government organisations)
- enhanced facilities, services and programs to meet the needs of seniors (Donald Simpson Centre, Killara Place and Redlands Advisory Group on Seniors Issues - RAGOSI).

Supporting access to services and programs
Expand opportunity for services to be more effective as demand increases.

Carinya House Upgrade, Capalaba *(LP8)* – expansion of facility on the Carinya House site, Degen Road Capalaba, to accommodate respite service, in partnership with the Department of Communities (Disability Services).

Oakland Street Community Services Hub (and Alexandra Hills Community Precinct) *(LP9)* – revitalisation of existing building for essential community services' shared professional development and office space with a human services focus.

Youth Enterprise Facility, Cleveland *(LP11)* – an investigation of the potential to use the existing State Emergency Service building as a youth space for respite and cultural/social enterprise and services to facilitate programming, training, engagement, response to crime and targeted safety issues.

Redland Bay Youth Space *(LP17)* – facilitate partnerships with schools, community organisations and the private sector to provide space to deliver targeted youth services. The space will be linked with the Community Wellbeing Hub, Redland Bay and outreach from the Youth Enterprise Centre, Capalaba. It will have a focus on skill development, enterprise projects, programming and social connectivity.

Innovative cultural and learning initiatives
Initiatives that foster learning, employment and cultural development opportunities within the city.

Tertiary Learning Centre, Cleveland *(LP12)* – establishment of a tertiary learning centre to create jobs; keep young people in the area and facilitate on-going learning. This will be achieved through advocacy to the state government and partnerships with tertiary institutions for inclusion of the Redlands as a community campus.

Redland Bay Cultural, Tourism and Learning Hub *(LP16)* – a cultural and learning facility to provide high-tech library options and cultural space; foster engagement opportunities and link with the civic plaza; maintain activity space for seniors and playgroups; investigate potential to incorporate end-of-trip facilities for the Moreton Bay Cycleway and Moreton Bay tourist and environmental promotion.

Place-making for communities
Community building through provision of spaces for community meetings, activities, programs and services to address social needs, safety and connectivity.

Birkdale Place-making Project *(LP3)* – engage with the community to create a sense of place by improving streetscape amenity, providing civic space and strengthening connections between the commercial centre, open space parklands, school, railway station and adjoining residential areas.

Victoria Point Community Hub (LP15) – a community and services hub providing meeting and activity space, service delivery and outreach and a coordination point for other facilities at Thornlands, Redland Bay and Mount Cotton.

South East Thornlands Community Office Space (LP13) – a shared administration space for non-government organisations providing outreach to newly developing areas and southern city locations.

Kinross Road Community Hub, Thornlands (LP14) – a multi-purpose facility for community meetings, outreach and programming.

Mount Cotton Community Precinct (LP18) – a community development program to support activities, groups and networks, encourage local enterprises, facilitate satellite programming training and outreach and investigate co-location of disaster recovery space. This program will work towards securing a site for multi-purpose community space as well as linking existing facilities and groups including:

- Mount Cotton Primary School
- Mount Cotton Community Hall
- Mount Cotton Village Centre
- church
- open space and sporting fields
- other government agencies and non-government organisations.

Active and healthy

Target services, programs and facilities to improve health and wellbeing of residents.

Capalaba Health Hub (LP6) – a centrally-located health hub for community and allied health services that can provide outreach from the Redland Hospital.

Island community building

Develop and implement innovative models for on-island and outreach service delivery with a focused approach on outreach, programs and activities, social enterprise and preventative health and wellbeing initiatives.

Point Lookout Hall Refurbishment, North Stradbroke Island (LP19) – major upgrade and extension of the hall to accommodate population growth and peak tourist demands for community activities and meetings, outreach and programming with a focus on youth.

Dunwich Community Precinct Indoor Sports Facility, North Stradbroke Island (LP20) – an indoor sports facility with space for meetings, outreach and programming.

Kennedy's Farm Community and Sporting Precinct, Russell Island (LP23) – a precinct including a community garden, sporting fields and courts and a community facility for meetings, training, programs and social enterprises. Programming and activities will have a focus on children and young people.

Macleay Island Sporting Facility (LP24) – a sporting facility, located at the MacDonald's site, for a range of sporting, social and cultural activities. Programming and activities will have a focus on children and young people.

KENNEDY'S FARMHOUSE

Community-led partnerships

Dedicated commitment to priorities developed by the local community in identified locations with input from a range of partners and stakeholders.
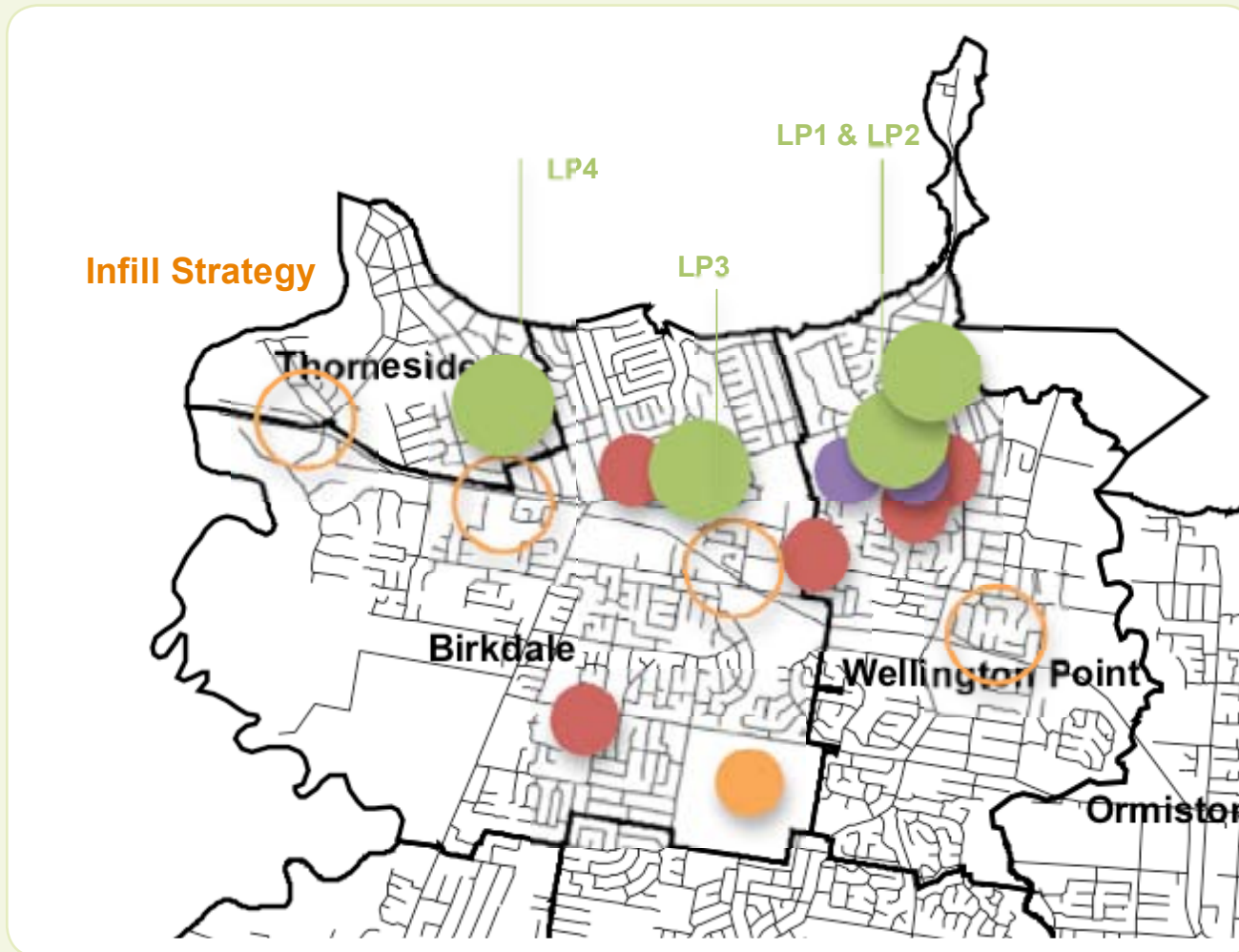
Quandamooka Aboriginal Community Plan Implementation *(LP21)* – implementation of priority actions in the Quandamooka Aboriginal Community Plan through partnerships with the Quandamooka Community Forum, elected representatives, community and business organisations and residents of North Stradbroke Island.

Coochiemudlo Island Strategic Planning Project *(LP22)* – implementation of priority actions from the community-led strategic planning project in partnership with the island community, elected representatives, community and business organisations and state government agencies.

Catchment 1: Birkdale, Wellington Point and Thorneside

Infill Strategy

LP4

LP1 & LP2

LP3

Thorneside

Birkdale

Wellington Point

Ormiston

Legend:

- ● **Catalyst Project**
- ○ **City-wide Project**

  Infill development strategies to support redevelopment at transport nodes and in centres. **Local schools** as meeting places and community centres (particularly with youth services). **Ageing in place** supported by local services and programs.

- ● **Green Living Hub** (Birkdale Landfill)
- ● **Primary Schools** (community access)
- ● **Secondary Schools**
- ● **Local Project**

  LP1 – Wellington Point Community Precinct
  LP2 – Wellington Point Village Green
  LP3 – Birkdale Place-making Project
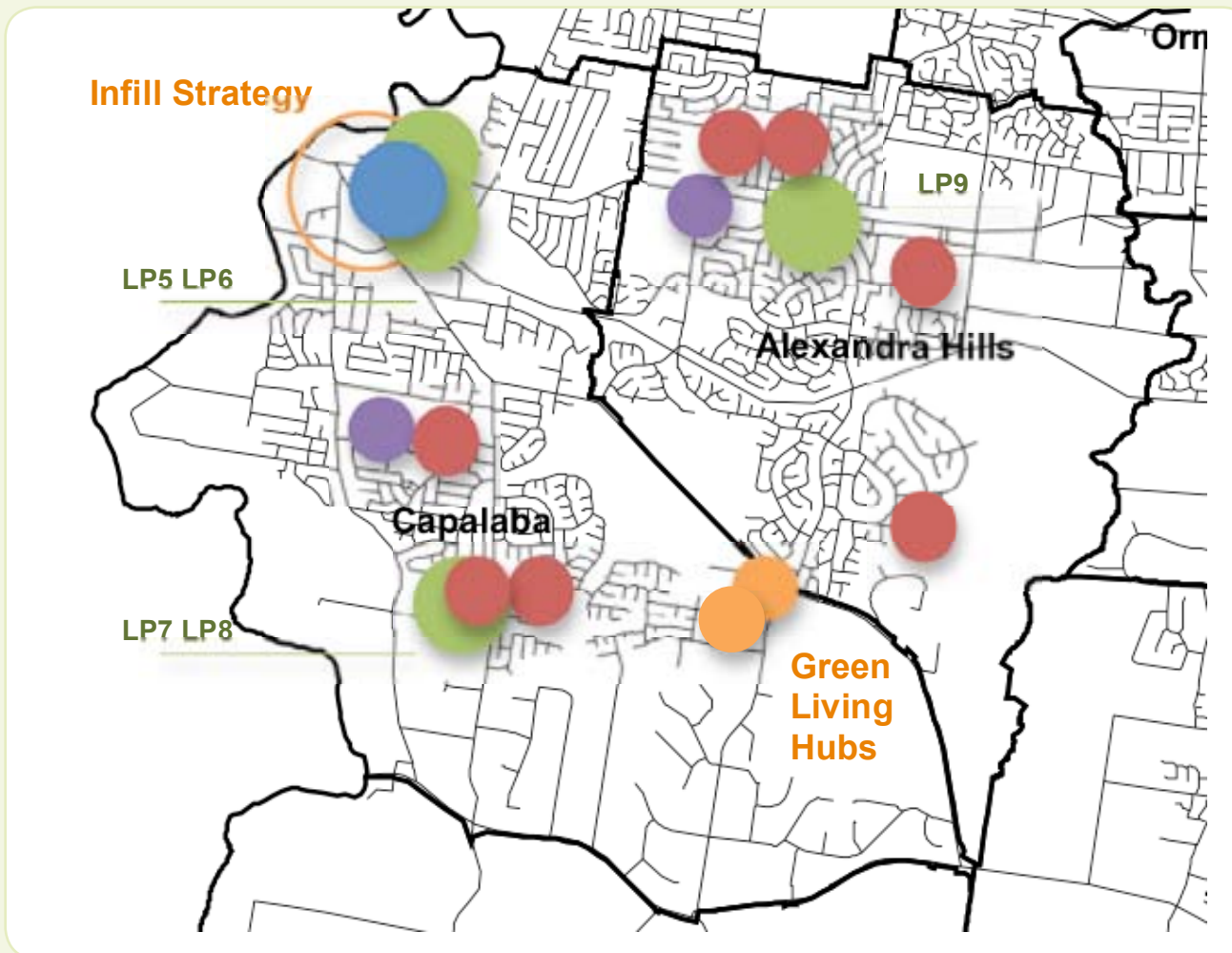 **LP4 – Thorneside Community Precinct**
  Community development programs supporting improved community access and expanded program and service delivery from existing local facilities.

This catchment contains established areas that experienced 8.5% growth from 2001-2006 as farms were redeveloped into diverse residential areas. Over the next ten years the population is expected to grow by 3,298 people to 30,738 residents.

While the population is dominated by older people, stakeholders identify issues with young people in this area. In 2006, about 1,900 people (6.8%) were considered to be experiencing significant socio-economic disadvantage. There are increasing stocks of public housing in this catchment.

Birkdale is a district centre providing for the commercial and retail needs of the surrounding district, while Wellington Point fulfils a traditional village centre role. Residents travel to Capalaba and Cleveland for major commercial needs.

Catchment 2: Capalaba, Alexandra Hills

Infill Strategy

LP5 LP6

Alexandra Hills

Capalaba

LP7 LP8

Green Living Hubs

LP9

Orn

Catalyst Project
CAT1 – Youth Enterprise Centre

City-wide Project
Affordable housing achieved through infill development at transport nodes and in centres. **Critical services** supported through expanded Redlands Community Centre and community services hub. **Green Living Hubs** provide social enterprise, community building and environmental education opportunities.

Green Living Hub (IndigiScapes and poultry farm sites, Capalaba)

Primary Schools (community access)

Secondary Schools

Local Project
LP5 – Capalaba Community Precinct
LP6 – Capalaba Health Hub
LP7 – Degen Road Community Precinct
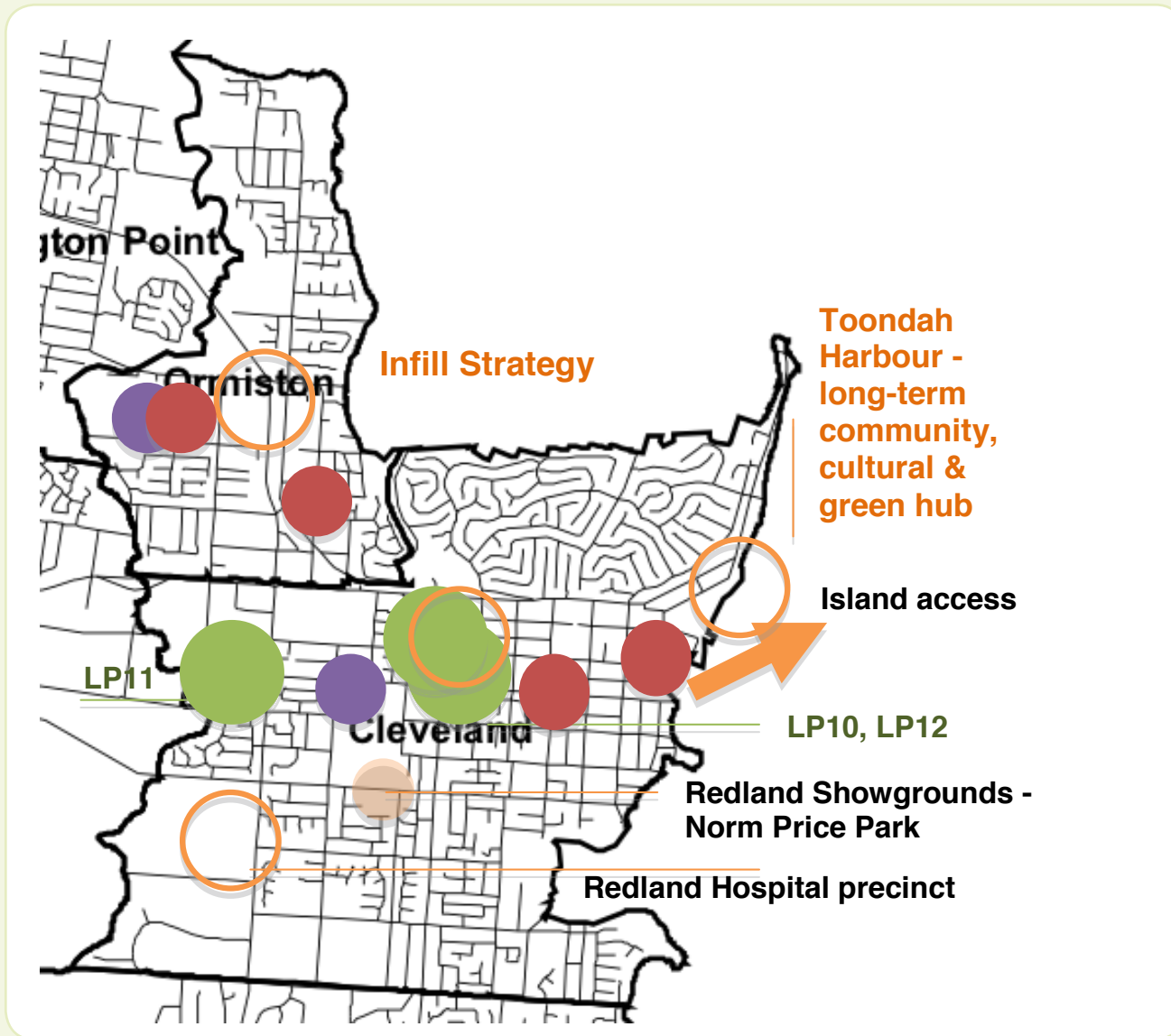**LP8 – Carinya House Upgrade**
LP9 – Oakland Street Community Services Hub
(part of Alexandra Hills Community Precinct)

Capalaba and Alexandra Hills contain established areas that had a fall in growth by 1.9% in 2001-2006. Over the next ten years the residential population is expected to increase by 3,405 people to 37,347 residents. The majority of the population growth will occur in Capalaba.

The area has a younger population with significant Indigenous and people with disabilities representation. In 2006, about 4,230 people (12.4%) were considered to be experiencing significant socio-economic disadvantage. Parts of this area have higher than average proportion of public housing and a number of individuals and households on fixed low incomes.

Capalaba is the gateway to the city, a major centre and host for regional events. Alexandra Hills is recognised as a district centre.

Infill Strategy

Toondah Harbour - long-term community, cultural & green hub

Island access

LP11

LP10, LP12

Redland Showgrounds - Norm Price Park

Redland Hospital precinct

Legend

● **Catalyst Project**

○ **City-wide Project**

Critical services supported through **new Community Centre** in Cleveland. Respite and youth services in community precincts and hubs. **Community Foundations Program** supported by social enterprise and Redland Community Partnerships.

● **Green Living Hub** (Redlands Heritage Gardens)

● **Primary Schools** (community access)

● **Secondary Schools**

● **Local Project**

LP10 – Cleveland Civic Precinct
LP11 – Youth Enterprise Facility
LP12 – Tertiary Learning Centre

Ormiston is a predominantly residential area but also has significant open space and conservation lands that border with Moreton Bay. Cleveland is mainly residential with commercial and some industrial to the south-west.
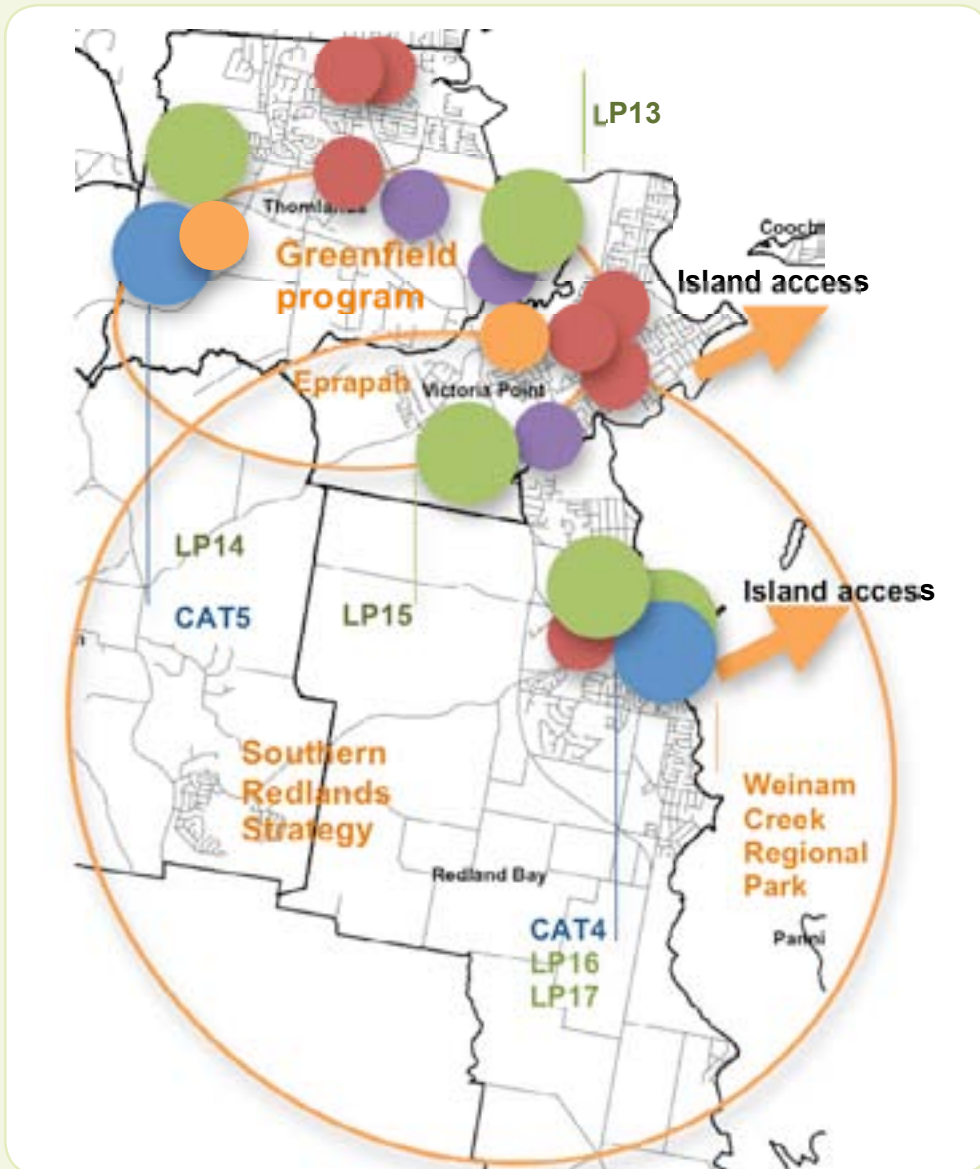
Initial growth was spurred by the construction of the railway line in the late 1800s. Rapid growth took place from the 1960s into the 1980s, including the development of the Raby Bay canal estate in the early 1980s.

The area has continued to grow, experiencing 6% growth from 2001-2006. Over the next ten years the population is expected to grow by 1,658 people to 20,827 residents.

The area has an older population with significant people with disabilities representation. In 2006, about 1,315 people (6.9%) were considered to be experiencing significant socio-economic disadvantage.

Cleveland is the civic heart, major centre, host of regional events and gateway to North Stradbroke Island.

Catchment 4: Victoria Point, Redland Bay, Thornlands

Catalyst Project
CAT4 – Community Wellbeing Hub
CAT5 – Regional Sports Facility

City-wide Project

Schools as community centres (particularly for child and family support, youth services) in developing areas. **P-10 campus required for Redland Bay**. Redland Bay as service hub for Mount Cotton and SMBI. **Southern Redlands Strategy** to inform community development practice and extend to Point Talburpin and Mount Cotton, in addition to the other southern areas. **Victoria Point as service hub** for Coochiemudlo Island. Social infrastructure provided in greenfield communities in time with growth.

Green Living Hub (Eprapah Environmental Training Centre and Regional Sports Facility, Thornlands)

Primary Schools (community access)

Secondary Schools

Local Project

LP13 – South East Thornlands Community Office Space
LP14 – Kinross Road Community Hub
LP15 – Victoria Point Community Hub
LP16 – Redland Bay Cultural, Tourism & Learning Hub
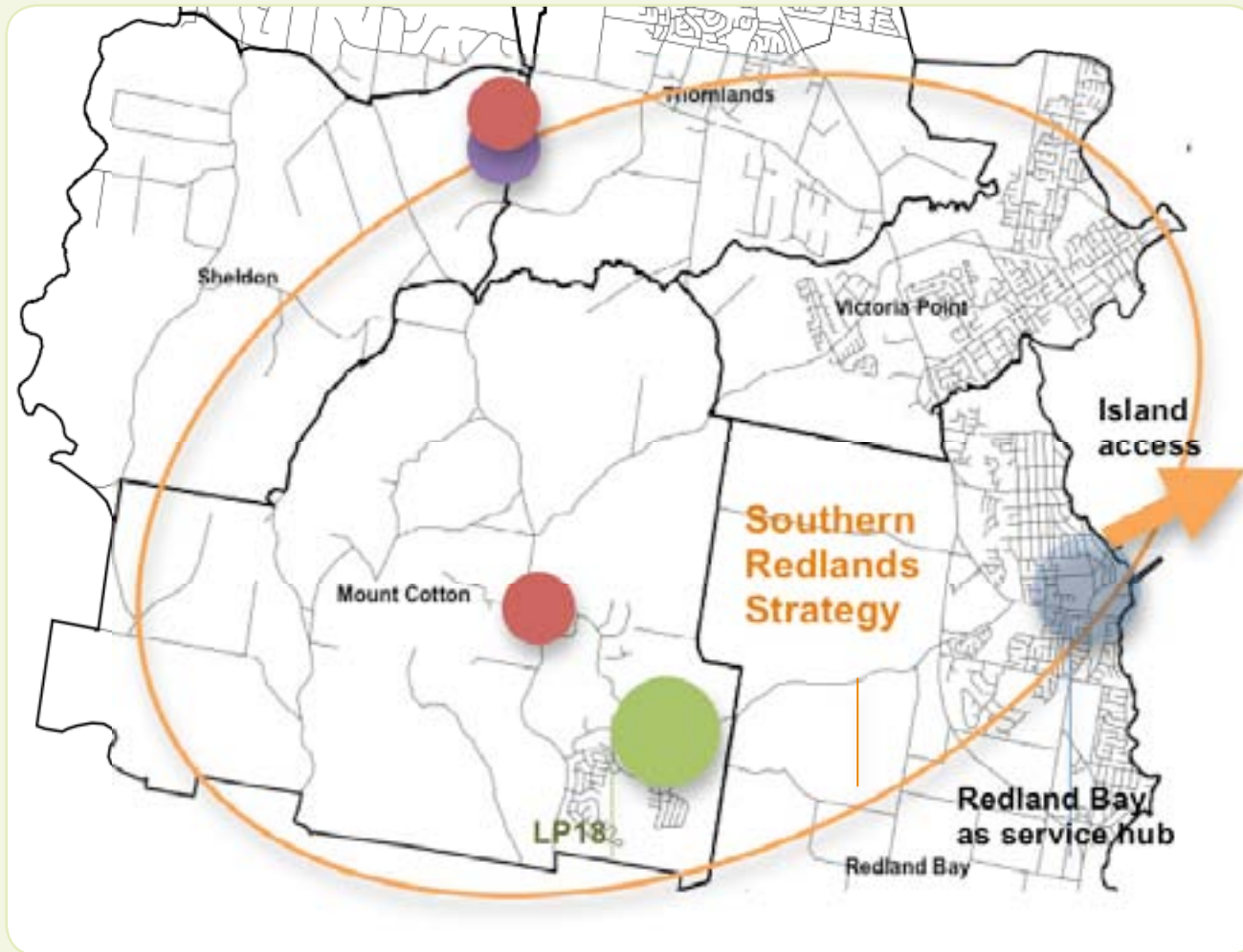LP17 – Redland Bay Youth Space

Victoria Point, Redland Bay and Thornlands contain established and newly developing areas that experienced substantial growth of 32.9% from 2001-2006. Over the next ten years the residential population is expected to increase by 17,148 people to 51,875 residents. The majority of the population growth will occur in Redland Bay and Thornlands.

Redland Bay and Thornlands are experiencing significant growth in younger families and Victoria Point is home to longer-term, older residents. There is also notable Indigenous and people with disabilities representation in Victoria Point.

In 2006, about 594 people (1.7%) were identified as having socio-economic disadvantage.

Redland Bay is the gateway to the Southern Moreton Bay Islands and Victoria Point is the access point to Coochiemudlo Island.

Catchment 5: Mount Cotton, Sheldon

Catalyst Project

City-wide Project

Community development as part of **Southern Redlands Strategy**. Outreach and mobile services provided to **new community precinct** in Mount Cotton. **Schools as community centres** (particularly for child and family support, youth services). Support for **Ageing in place**.

Green Living Hub

Primary Schools (community access)

Secondary Schools
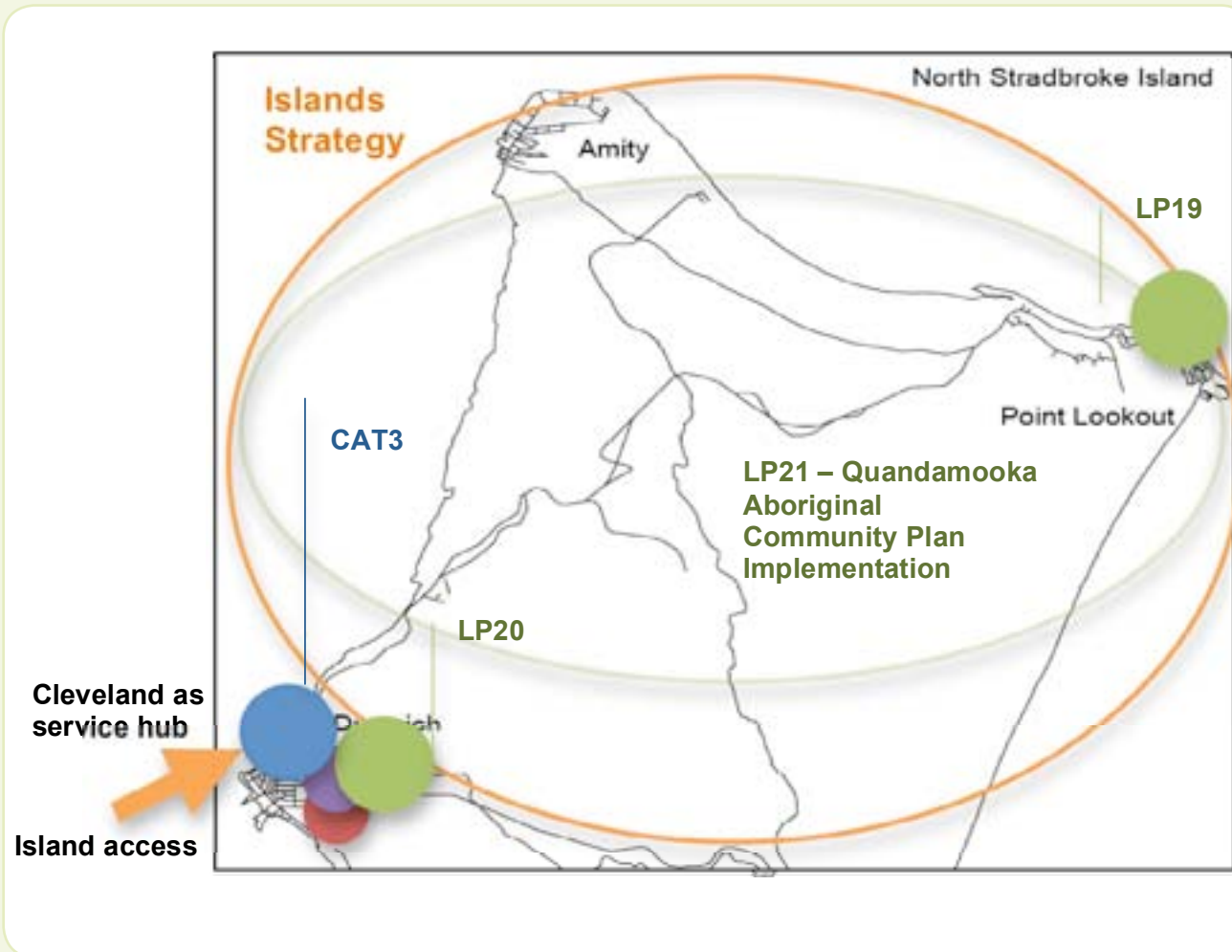
Local Project

LP18 - Mount Cotton Community Precinct

Mount Cotton and Sheldon contain rural, rural industry, conservation, tourism and urban village development and experienced growth of 12.1% from 2001-2006.

Over the next ten years the residential population is expected to increase by 3,974 people to 8,772 residents. The population in Sheldon has been relatively stable since the early 1990s, a result of little change in dwelling stock and a decline in the average number of persons living in each dwelling. The majority of the population growth will occur in Mount Cotton where a range of households are attracted to the bush setting and housing stock.

The area has a younger population with a large proportion of couples with children. Sheldon has a large proportion of work-from-home occupants. In 2006, there was no identification of socio-economic disadvantage.
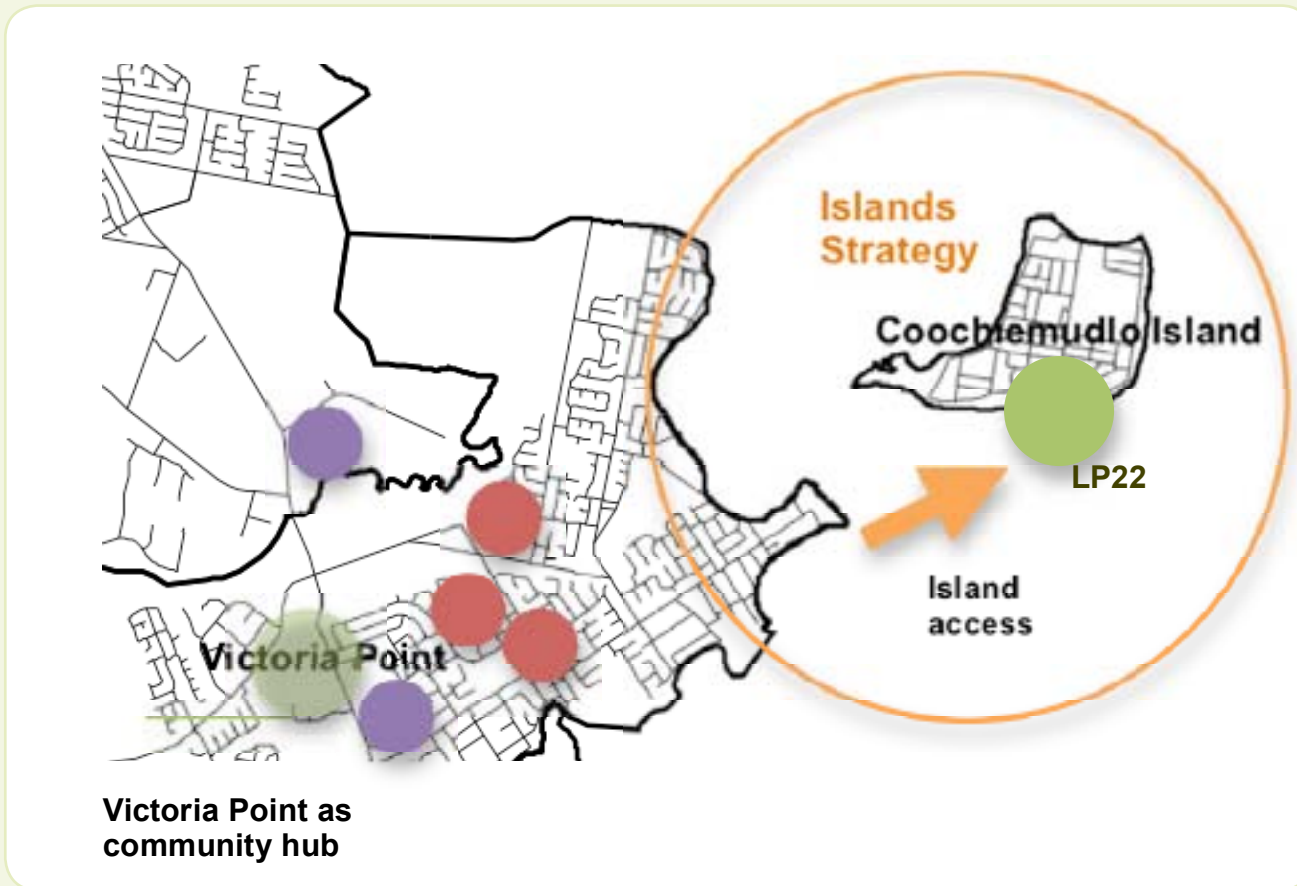
Catalyst Project

CAT3 – Minjerribah Knowledge Centre - to provide economic, cultural and learning outcomes for all.

City-wide Project

Quandamooka Aboriginal Community Plan sets clear direction. Outreach, mobile and on-island services provided from Cleveland. Support for ageing in place and preventative health and wellbeing initiatives. Schools as community centres (particularly for family support, child health and youth services).

Primary Schools (community access)

Secondary Schools

Local Project

LP19 - Point Lookout Community Hall Refurbishment
LP20 – Dunwich Community Precinct Indoor Sports Facility
LP21 – Quandamooka Aboriginal Community Plan
       Implementation

North Stradbroke Island encompasses significant conservation areas, and three residential and tourist areas in the townships of Amity, Dunwich and Point Lookout. Significant residential development did not occur until the post-war years, spurred by the improved access brought about by the establishment of a car ferry from the mainland to the island. Sand mining became an important industry from the 1950s. The most rapid growth took place from the late 1960s into the 1980s, when residential housing and tourist accommodation were constructed. Over the next ten years the residential population is expected to increase by 834 people to 2,845 residents.

The area has a rich Indigenous cultural heritage and concentrated Indigenous population at Dunwich. The island has an older population that experiences tourism peaks during school holiday periods. There is evidence of significant socio-economic disadvantage on North Stradbroke Island, except for Point Lookout.

Catchment 6b: Coochiemudlo Island

Victoria Point as community hub

 Catalyst Project

 City-wide Project

Outreach, mobile and on-island services provided from Victoria Point. Support for **ageing in place** and **health and wellbeing** initiatives. Coochiemudlo Hall and surrounds as a meeting space, venue for service delivery and community building activities. **Schools as community centres** (particularly for family support, child health and youth services).

 Primary Schools (community access)

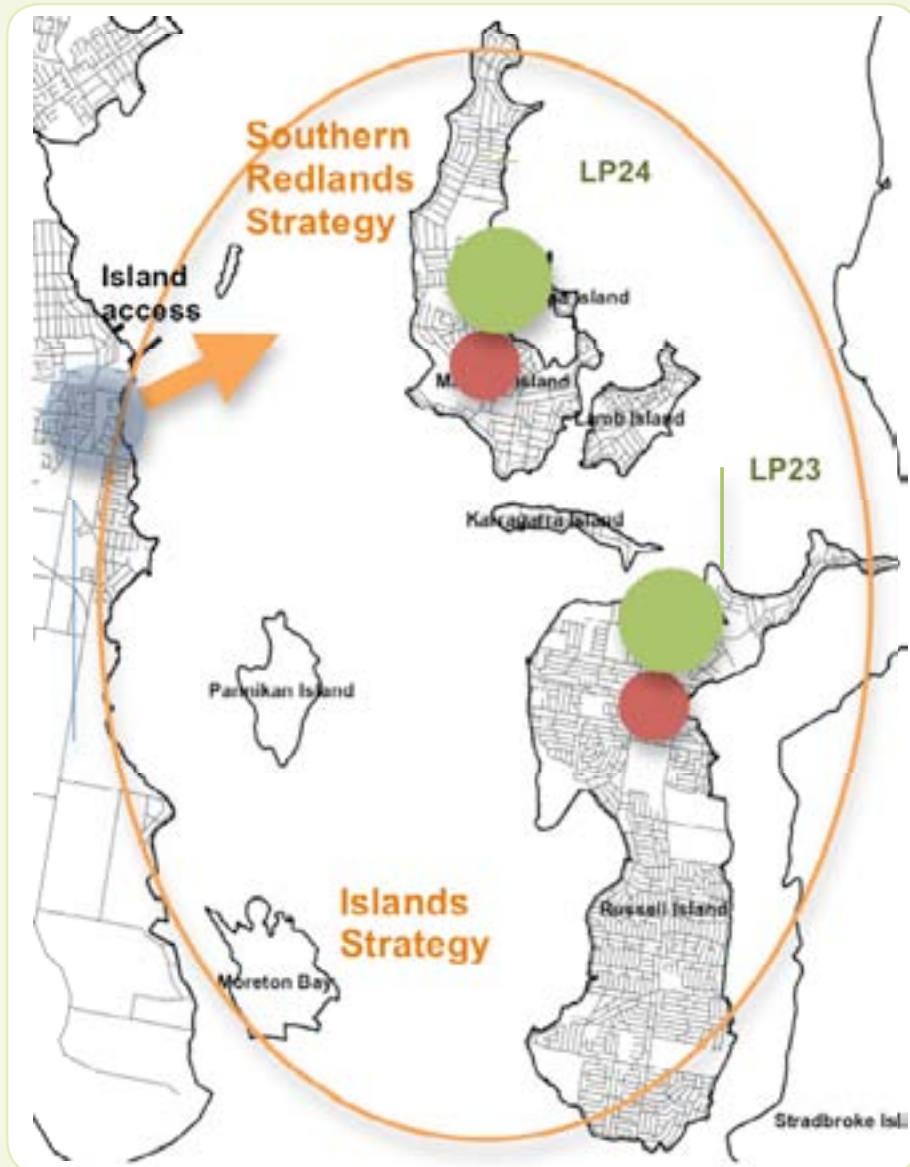 **Secondary Schools**

 Local Project

LP22 - Coochiemudlo Island Strategic Planning Project – Emerging from Redlands 2030 Community Plan and Coochiemudlo Island residents' strategic planning exercise.

Coochiemudlo Island is located about one kilometre offshore from Victoria Point. It is predominantly residential with significant natural areas surrounded by Moreton Bay.

The most substantial growth occurred in the 1990s. Over the next ten years the residential population is expected to increase by 116 people to 774 residents.

The island has an older population with residents meeting the majority of their needs with mainland services.

Catchment 6c: Southern Moreton Bay Islands

Catalyst Project

City-wide Project

Continued long-term focus on addressing socio-economic disadvantage and isolation. **Outreach and on-island services provided from Redland Bay. Schools as community centres** (particularly for child and family support, youth services). **P-10 campus required for Redland Bay.** Support for **Ageing in place** and preventative **health and wellbeing** initiatives.

Primary Schools (community access)

Secondary Schools

Local Project

LP23 – Kennedy's Farm community and sporting precinct, Russell Island

LP24 – Macleay Island Sporting Facility

The Southern Moreton Bay Islands cluster includes growing residential and holiday areas on Karragarra Island, Lamb Island, Macleay Island and Russell Island and has a rich history of European settlement associated with a range of diverse primary industries. Significant residential development did not occur until the 1970s when land was subdivided.

By 2016 the residential population is expected to increase to approximately 6,436 residents. Growth will need to be monitored in the context of service standards and quality of life. The Southern Moreton Bay Islands have an older population and high levels of socio-economic disadvantage.

Development is aimed at reducing the impact on the islands' conservation areas, landscape and natural character. A large number of services required by residents are accessed on the mainland but an increasing number of organisations are providing outreach to the islands.

Delivering the strategy

Over the next 12 months, Council will seek feedback on the strategy through the Redlands 2030 Community Plan engagement process, and develop a detailed Implementation Plan for the Redlands Social Infrastructure Strategy.

Council's role

Federal, state and local government the community and the private sector have various responsibilities for the funding, planning and delivery of social infrastructure. In this mix, local government is a pivotal player at the local level. In the scope of this project, Redland City Council is adopting a coordination role by establishing a coordinated framework for social infrastructure planning across all levels to achieve better outcomes for the city.

Redland City Council is not solely responsible for funding and providing the infrastructure recommended in this strategy. Council's role will include identifying funding and delivery sources and looking for partnerships and collaborations.

A dedicated focus on partnering and negotiation will be required to embed these plans, projects and initiatives within the forward capital and operational budgets of Council and other relevant agencies.

A number of the local projects are facility based. The Queensland Government's Priority Infrastructure Plan requirements for developer contributions provide a new opportunity to deliver facilities in time with development as required under the SEQ Regional Plan[27]. While Council may construct or refurbish a building it may not necessarily operate the facility. Council will build community capacity and explore social enterprise opportunities to ensure best use of facilities to achieve strong community outcomes.

Council's roles in social infrastructure

- Planning
- Advocacy and Coordination
- Facilitation and Education
- Capacity Building (e.g. grow local organisations to deliver services)
- Direct Provision (e.g. community development, some facilities, some services where no alternative capacity exists)
- Monitoring and Review

[27] Queensland Government (2009) SEQ Regional Plan 2009-2031 (Desired Regional Outcome 6: Strong Communities, Desired Regional Outcome 10.8 Social Infrastructure)

Successful implementation of the Redlands Social Infrastructure Strategy will mean a change in the way Council does business. It will mean taking on a more strategic and stronger leadership role which is articulated in a new Social Infrastructure Policy.

Council is committed to building safe, strong and self-reliant communities with good access to social infrastructure including social services, community facilities, housing options, open spaces, movement networks, culture and recreation opportunities and educational and employment opportunities.[28]

The Social Infrastructure Policy principles informing the planning, provision and operation of social infrastructure in the Redlands are:

• Equitable access and distribution: supporting opportunities for residents of all ages, origins, abilities, income levels and location

• Sustainable social infrastructure: maximising value of public assets and optimising community skills and capacity

• Integration: collaborative planning and service delivery with government, private sector and community organisations

• Quality and innovation: achieve desired outcomes through innovation and an evidence based approach that effectively responds to changing needs.

[28] Redland City Council (2009) Social Infrastructure Policy

Implementation framework

The table below lists the likely time frames and current status of the proposed projects. This will be expanded further as implementation planning progresses.

Catalyst Projects

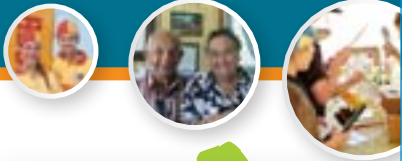| Project	Proposed delivery timeframe			Current status
	Short	Medium	Long	
Youth Enterprise Centre, Capalaba	●			Commonwealth funding application
Redland Community Foundations Program	●	●	●	Roll-out of new Council Community Grants Program Ongoing role in supporting local networks and organisations
Minjerribah Knowledge Centre, North Stradbroke Island	●	●		Highlighted in 10 Year Library Strategy 10 Year Capital Works Program Funding application pending for federal tourism grant (Tourism Innovation Program)
Community Wellbeing Hub, Redland Bay	●	●		Identified in Place Project for SMBI and southern Redlands Identified as a priority by Queensland Health
Regional Sports Facility, Thornlands	●	●		Regional Sports Facility Study indicated opportunity within Thornlands

City-wide Projects

Project	Proposed delivery timeframe			Current status
	Short	**Medium**	**Long**	
Ageing in Place Strategy	■	■	■	Build on Ageing Well in the Redlands Strategy Council's current role in respite services, home modification service, facilities and programs
Redlands Social Enterprise Program		■		Listed in Economic Development Policy 2008, Section 5.06
Schools as Community Centres		■		Support for school communities through Building the Education Revolution Program
Community Hubs and Precincts Strategy	■			Strategic review of community halls and other facilities
Green Living Hubs		■	■	Planning and design activities on several sites Community Gardens Policy listed in Redland City Council 2009-2010 Operational Plan
Housing Choice Action Plan		■		Redlands Housing Strategy to be developed in 2009-2010
Active & Healthy Communities Project	■			Physical Activity Strategy under development
Critical Service Advocacy Plans		■		Support for service networks, Redland Communities Online, enhanced reporting requirements on advocacy activities in Local Government Act 2009
Local social infrastructure strategies		■		Various projects and programs Bay Islands Blueprint Housing Strategy SMBI Family Support Initiative Structure plans in greenfield communities, Rural Futures Strategy in 2009-2010
Redland City Lights			■	Cultural and recreation facilities and programs targeting young people and safety issues, Redlands Economic Development Policy highlights role for social enterprises

Local Projects

Project	Catchment	Proposed delivery timeframe			Current status
		Short	**Medium**	**Long**	
Wellington Point Community Precinct	1		■		Community hall manager in place Commonwealth Employment Stimulus funding proposal pending from community organisation
Wellington Point Village Green	1	■			Masterplan process for site
Birkdale Place-making Project	1		■		Car park upgrade
Thorneside Community Precinct	1	■			Community hall manager in place Lighting project listed in Redland City Council 2009-2010 Operational Plan
Capalaba Community Precinct	2		■		Community development project resources until 2010
Capalaba Health Hub	2			■	Identification in Capalaba Masterplan Process (3 options being: Capalaba Place; Lorraine Street; or Dollery Road) Priority in Queensland Health planning
Degen Road Community Precinct, Capalaba	2		■		Various buildings and land owned by Redland City Council
Carinya House Upgrade, Capalaba	2	■	■		Building and land owned by Redland City Council Peppercorn lease has been provided for 12 months to allow time to secure funding
Oakland Street Community Services Hub (and Alexandra Hills Community Precinct)	2		■		Building and land owned by Redland City Council Proximity to Alexandra Hills Community Hall, community garden and sports club
Cleveland Civic Precinct	3		■		Identification in Cleveland Master Plan process Various land and buildings owned by Redland City Council
Youth Enterprise Facility, Cleveland	3		■	■	State Emergency Service has indicated that current building does not meet needs
Tertiary Learning Centre, Cleveland	3		■		Identification in Cleveland Master Plan process

Project	Catchment	Proposed delivery timeframe			Current status
		Short	Medium	Long	
South East Thornlands Community Office Space	4	■	■		Space secured within centre zone of South East Thornlands Structure Plan
Kinross Road Community Hub, Thornlands	4		■		Location and zone identified in Kinross Road Structure Plan
Victoria Point Community Hub	4	■	■		Current lease for Victoria Point Library
Redland Bay Cultural, Tourism and Learning Hub	4		■	■	Identification in Redland Bay Centre and Foreshore Master Plan Library requirements identified in 10 Year Library Strategy
Redland Bay Youth Space	4	■	■		Link with Community Wellbeing Hub and Youth Enterprise Centre
Mount Cotton Community Precinct	5	■	■		Opportunity to secure space in redeveloped village centre
Point Lookout Hall Refurbishment, North Stradbroke Island	6A	■			Part funding included in Redland City Council Capital Works Budget 2009-2010 State government funding approved Funding application submitted to Commonwealth Government
Dunwich Community Precinct Indoor Sports Facility, North Stradbroke Island	6A		■		Priority in North Stradbroke Island Sport and Recreation Strategy Youth facilities listed in Quandamooka Aboriginal Community Plan
Quandamooka Aboriginal Community Plan Implementation	6A	■	■	■	Current representation on Quandamooka Community Forum Budget in 2009-2010 for implementation of Council priorities
Coochiemudlo Island Strategic Planning Project	6B	■			Community have developed a strategic plan which is currently under review
Kennedy's Farm Community and Sporting Precinct, Russell Island	6C	■			Redland City Council ownership of land and building Commonwealth funding for community facility (upgrade of existing building) Redland City Council Southern Moreton Bay Islands Reserve budget for sporting facilities
Macleay Island Sporting Facility	6C		■		Priority in Southern Moreton Bay Islands Sport and Recreation Strategy

Building Strong Communities:
Redlands Social Infrastructure Strategy 2009

LP19 – Local Projects

Point Lookout Hall Refurbishment, North Stradbroke Island

Major upgrade and extension of hall to accommodate population growth and peak tourist demands for community activities and meetings, outreach and programming with a focus on youth.

CAT1 – Catalyst Projects

Youth Enterprise Centre, Capalaba

Youth space to provide meeting and informal space to conduct youth skill development, enterprise projects and outreach to surrounding precincts with similar youth issues.

CW10 – Citywide Projects

Redland City Lights Program

Promote vibrant, safe and creative nightlife opportunities for young people and the broader community across the Redlands. This initiative brings together a number of stakeholders to support evening life and a 'night economy'.

LP23 – Local Projects

Kennedy's Farm Community and Sporting Precinct, Russell Island

A precinct including a community garden, sporting fields and courts and a community facility for meetings, training, programs and social enterprises.

Thorneside
...gton Point
Birkdale
Ormiston
Peel Island
Ale..andra Hills
Cleveland
North Stradbroke Island
...bane City
Capalaba
Thornlands
Coochiemudlo Island
Sheldon
Victoria Point
Mount Cotton
Macleay Island
Lamb Island
Redland Bay
Russell Island
Logan City

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Next steps

Several key projects outlined in the *Building Strong Communities: Redlands Social Infrastructure Strategy 2009* have already progressed to the stage where Council and its partners have made firm commitments to proceed to implementation planning, feasibility and detailed design.

Other strategies and projects have undergone additional consultation and validation through the *Redlands 2030 Community Plan* community engagement process. In addition, Council will seek feedback from potential partner agencies, community organisations and the business community as part of a structured stakeholder engagement process on the strategy.

Council is also continuing to work with local organisations and communities to build their capacity to respond to challenges and opportunities as they arise and the Community Development Team is restructuring and refocusing priorities and budget to deliver these elements of the strategy.

The *Redlands Social Infrastructure Strategy* forms an important platform to realise the *Redlands 2030 Community Plan* and will meet the *Queensland Government's Local Government Act 2009* requirements for long-term community, asset management and financial planning.

This long-term thinking underpins the Redlands Social Infrastructure Strategy. It articulates new directions based on success stories from around the world married with the aspirations articulated by the people and organisations of the Redlands and needs identified through extensive technical analysis.

Council will work with the community over the coming months and years to translate the priorities identified in the community plan into Council's corporate and operational plans and budgets. Together, these plans will ensure that Council programs and services deliver the facilities, services, policy settings and regulatory environment that are necessary to support fulfilment of the community's vision for Redland City.

Critical references

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- Redland City Council, Redlands Social Infrastructure Strategy documents and supporting information, 2008 – 2009

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- Wyeth Planning Services, SMBI Status Report: A Report for Southern Redland and Southern Bay Islands Place Project, May 2008

Redland City Council Supporting Documents

Policies

- Strong Communities Policy

- Social Infrastructure Policy

Companion documents

- Redlands Community Profile 2008

- Redlands Community Health Profile 2008

- Community Development and Networks Report 2009

- Social Infrastructure Audit Report 2008

- Technical Paper 1 : Integrated needs analysis and prioritisation 2008

- Technical Paper 2 : Infrastructure provision and funding 2008

Illustration:
Narelle Renn, Yesterday and Today 2007, pen and watercolour on paper. Redland Art Gallery Collection. Acquired in 2008 with Redland Art Gallery Acquisition Funds. Reproduced courtesy of the artist.

For further information on the *Building Strong Communities: Redlands Social Infrastructure Strategy 2009* and updates on progress visit www.redland.qld.gov.au

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