

6.2.5 Multicultural Hub Feasibility Study

Responsible GM: Lili Rosic
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Recommendation(s)

That Council:

- Notes the Multicultural Feasibility Hub report and that funding would be required from other levels of government to build the Hub.
- Advocates to other levels of government for funding to build the Hub and refers this project to the Council's 22/23 Capital Budget for consideration
- Thanks the Cardinia Shire's Multicultural Community, CALD (Culturally and Linguistically Diverse) Network agencies, and the Access and Inclusion Committee for their feedback and contribution to the feasibility assessment.

Attachments

1. MCH Feasibility Study Report [6.2.5.1 - 227 pages]

Executive Summary

Advocating for funding to construct a multicultural hub in Cardinia Shire Council is included in the Council Plan 2021-25. Funding of \$350,000 was secured in early 2020 from Department of Infrastructure, Transport, Regional Development and Communications via Jason Wood to undertake a feasibility study for a Multicultural Hub in Pakenham.

Consultants were appointed in March 2020 with two rounds of targeted consultation occurring with multicultural communities to develop a concept design and inform the preliminary feasibility study. These consultations occurred between April and June 2020 and engaged 116 people in the process.

The preliminary feasibility study and findings were presented to the funding body in June 2020 for review and comment before moving into the second phase of the study.

Further consultation was undertaken with key stakeholders along with a deeper analysis into service and management models, financial modelling, and preferred locations for the Multicultural Hub.

This has now been completed and combined into the final Feasibility Study report which details the need for the hub and makes a range of informed recommendations. Most notable of these recommendations is the hub would be delivered as a '*Intercultural Hub*' that would focus on supporting the needs of CALD communities but be open and accessible to all. The benefits of this approach are clearly demonstrated within the feasibility study report.

The total cost to build the Multicultural Hub is \$32M. It is proposed that Council advocates to the Australian Government for \$25M funding towards the cost to build the Hub, and Council considers its contribution towards the redevelopment as part of the Council's 22/23 Capital Budget. Council's contribution would most likely be subject to securing partnership funding due to the significant cost to build the Hub.

Background

The 2016 Census shows that 19% of the Cardinia Shire population are born overseas, 7% or approximately 7,000 people were from non-English speaking countries, and 22% of residents speak a language other than English at home. Based on population growth it would not be unreasonable to expect that the CALD population to grow towards 15 -20% to approximately 30,000-40,000 people by 2041.

In line with the Federal Government's Settlement Transition Engagement Support (SETS) Program, there are three components that assist successful settlement for our new residents from non-English speaking backgrounds. These include:

- acquisition of English language skills
- supporting engagement with education and training, and
- building employment readiness, with services complementing other settlement and mainstream services.

To achieve these outcomes, Cardinia Shire requires a multi-purpose facility that provides for the co-location and the integrated delivery of a range of services and programs to support settlement and health & wellbeing. The facility also requires a range of multi-use spaces that can be converted from daytime classes to gathering places for community groups and a larger area for culturally and religiously significant celebrations. Connection and use of the external surrounding land/space to support the delivery of recreational and cultural events is also important to the multicultural residents of the Shire.

Incorporating adult education training programs within the facility will also provide opportunities for career planning and business skills development along with work experience placements and support to gain recognition of overseas skills and qualifications. The benefits of having gathering spaces, support services and skills training in one centralised facility is well documented and will create effective social and employment pathways for our multicultural residents.

The current Living and Learning Pakenham site fulfills some of this need however is restricted by the functionality and suitability of its ageing facility. The current building is lacking the right infrastructure and spaces to facilitate the full scope of required activities to meet the needs of the community.

Feasibility Study

Two feasibility assessments were undertaken with Randall reviewing the work undertaken by Brand Architects and CommunityVibe in 2020, providing a further report in September 2021.

Randall focussed on the following areas:

- Needs assessment – broader cultural activities and events
- Multipurpose usage
- Existing and other services

The study found that a new 'Intercultural Hub' (as opposed to a Multicultural Hub) is an essential node within a Council wide approach to integrating and servicing diversity. The four best practice elements of a hub include advice and support, cultural validation, social inclusion, and economic opportunity. The hub in working closely with other Council services, can contribute to a broader array of social and community programs, share delivery costs, and ensure that diverse communities are not siloed.

The final Feasibility Study, attached, provides a preferred location, recommended spaces and design features along with a sustainable service and management model for the hub.

The recommendations in the feasibility study are summarised below:

Determined site

Five potential sites were proposed and considered and tested with local stakeholders. These include PB Ronald Reserve, Bourke Park, Cardinia Life, Cardinia Cultural Centre and Officer Council offices.

PB Ronald Reserve has been identified as the preferred site and chosen due to its central location, accessibility to public transport, proximity to community facilities including Library, Pakenham Hall, Open Space and recreational activities. This location is the current space Living and Learning are operating from and is already a trusted space for the multicultural community to access.

It is being proposed that the new facility is built on the existing footprint of the Living and Learning Pakenham facility in a two staged approach.

Firstly, the new Hub would be constructed on the street frontage allowing the current Living and Learning Centre to remain operational.

Secondly, once Living and Learning have been relocated into the new facility, the old building would be demolished, and the new hall erected on that site.

Recommended Service delivery model and integration with Council services

The consultants have identified that a more 'intercultural' approach to service delivery within the Hub is preferred over focussing on multicultural specific programming.

The main benefit to this approach is the ability to provide services focused on the known needs of the multicultural community whilst being open to anyone else within the community. This provides an environment where community connections can be built across all cultures and allows for broader funding and revenue streams to be accessed to make the hub more financially sustainable.

Council would work closely with Living and Learning to further strengthen referral pathways and partnerships opportunities between our organisations.

Recommended Management Model

The Multicultural Hub would be best managed by a Non-for-Profit Organisation rather than directly by Council or a Community Cooperative. This option provides lower financial implications to Council whilst providing a financially sustainable management body that would be eligible to seek funding to support service delivery from a wide range of sources.

Living and Learning Pakenham is currently delivering a version of the identified model successfully from PB Ronald Reserve. This new development would replace the ailing current facility, providing much improved functionality and capacity for service delivery.

Financial analysis

The economic assessment concentrated on both the construction and operating phase of the proposed hub

It is noted that even though the building will be a larger footprint, utility and other operational related costs would be paid by the operator. Further to this the construction of a new, more energy efficient building will reduce ongoing maintenance and operational costs.

In relation to the benefit to the Cardinia Shire community the report sets out the following;

“the analysis suggests substantial net present value benefits over the next 30 years of approximately \$24.0 million – i.e. net of construction, operating and opportunity costs – over the 30-year evaluation period flowing from the proposed Cardinia MCH with a benefit-cost-ratio of 2.64 and internal rate of return of 36%, indicating that the project offers significant societal and community benefits well in excess of costs.”

“Focussing on the increased employment and health and quality of life outcomes for migrant communities, the estimated economic impact for Cardinia Shire is up to \$22.3 million annually.”

This shows substantial economic benefits for the community over the long term, the economic impact is broken down into the following areas;

- Increased productivity in the workplace – diversity can be a source of creativity and innovation. It can also improve profitability
- Improved employment outcomes increase the capacity for people to seek employment, gain longer working hours, and contribute to local economies.
- Improvement in mental and physical health – social inclusion counters isolation and increases community participation. It reduces health problems and increases local community engagement, making people more likely to spend time and money within the local community.
- Reduced cost of social services – social inclusion minimises the cost of social services, easing pressure on local government support systems.
- Inclusive growth – As workforce participation and wages increase, local economies benefit from the increased financial stability.

Next Steps for the Multicultural Hub

Now that the feasibility study is complete funding will be sought to fund the build. The current estimate for the combined building of the Multicultural Hub and the Hall element is \$32m.

Advocacy to the Australian Government would be undertaken through Jason Wood, Federal Member for La Trobe, to secure funding for the Hub. Council contribution of up to \$7m is proposed to be referred to Council’s budget process for consideration. Without external funding the project would not progress due to the high cost to build.

The table below provides an indicative timeline for the next steps for the project, however, these are subject to securing funding.

Timeframe (financial years)	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23–	Qtr 3 2023/24	Qtr 1 2025/26
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Milestone					- Qtr 2 2023/24	- Qtr 4 2024/25	- Qtr 2 2026/27
Complete Feasibility Study							
Continue advocacy							
Secure external funding							
Commence procurement							
Design phase including consultation							
Construction tender							
Construction phase							

Policy Implications

The Multicultural Hub Feasibility Study addresses an action within the Cultural Diversity Policy:

13. Undertake a feasibility study to determine the most appropriate model for a multicultural hub

Relevance to Council Plan

1.1 We empower our communities to be healthy, connected and resilient

1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.

1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression.

1.1.3 Lead by example in creating an inclusive and welcoming community for all by facilitating community education, capacity building, connection and celebration of our diversity.

2.1 We support the creation of liveable spaces and places

2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need.

5.1 We practise responsible leadership

5.1.1 Build trust through meaningful community engagement and transparent decision-making.

5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

Climate Emergency Consideration

Council’s enhanced standard for sustainable buildings will be applied to the design of the multicultural hub. This will see a significant level of environmentally sustainable design (ESD) incorporated into the facility. Features such as renewable energy systems, energy efficient appliances, heating and cooling and improved building envelope performance will reduce the

sites greenhouse gas emissions. It is also intended for the facility design to avoid the use of natural gas, as natural gas is a fossil fuel whilst electricity can be generated and supplied from renewable sources for the facility.

Consultation/Communication

Through a variety of consultation methods 116 multicultural community members and leaders were engaged. Support and the need for a dedicated Multicultural Hub in Cardinia Shire Council was established. From the feedback obtained, the preliminary feasibility study report has been prepared and is accompanied by a spatial diagram of the proposed rooms and functions of the hub (attached to this report).

The recommendation is that a Multicultural Hub should be welcoming and provide affordable, accessible, and engaging programs for the Multicultural Community.

Priority Services and Functions

- Large multipurpose hall - large events and sports recreation (recommendation within the consultant report stipulates this should be separate to the hub)
- Commercial Kitchen
- Meeting and counselling rooms
- Playground
- Prayer room
- Computer lab
- Connectivity to a reserve/open space for larger events
- Music studio - Radio Station capability, ability for recording music and learning to play music
- Arts
- Men's Shed
- Business incubator
- Technology innovative facility
- Spaces for employment, education and training activities

Design aspects

- Natural lighting, warm and inviting - A safe place for all.
- Spaces designed to foster good cross-cultural connections.
- Multipurpose and adaptability.
- Multicultural art

- Connectivity to outside
- Live plants to promote a healthy environment

Further consultation will occur post feasibility study to inform the final design phase, this will include further in-depth consultation with Living and Learning Pakenham along with exhibition of draft final designs for broader community engagement.

Financial and Resource Implications

The feasibility study has been undertaken with \$350,000 funding from the Federal Government under the Community Development Grants Programme.

To undertake the build of the Multicultural Hub further financial support would need to be secured from both Federal and State Government, the cost estimate currently sits at \$32m.

Council would be required to contribute up to \$7m dollars to the project, this expenditure would need to be referred to Council's annual budget process for consideration.

Conclusion

The Multicultural Hub feasibility report has provided a clear rationale for an Intercultural Hub in Pakenham along with a sustainable management model.

The report sets out a strong case for advocating for funding to make the Hub construction a reality as it would provide numerous benefits to the multicultural and broader community within the Shire.



Feasibility Study Report

Cardinia Multicultural Hub

Cardinia Shire Council

June 2020 | Revised November 2021 | *Subject to Council Approval*

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Room	Function	Design Criteria	Area (m2)	Comments
Multicultural Hub				
Entry/ Foyer	Entry point and Foyer	Foyer is to be large open welcoming space. Accessible externally Automatic entry doors Contains tea point large enough to have tables and chair and couches space for art work to be displayed Space for information brochures Information screen	100	
Reception	Centre Reception	Accessible from Foyer and visible from point of arrival	15	
Café/Lounge	For community (Potential social enterprise)	forms part of foyer or heart of the building Durable, hard-wearing, and low maintenance finishes Comfortable a place where people can sit and share food prepared together and easily accessible, visually discreet.	30	
Breast Feeding Nook	small discreet area for breast feeding babies		15	
Staff Workspace/ Admin	Council use/ community	Allow for up to 6 staff at workstations	35	
Large Multipurpose Hall	Function / Social Space For community use	To be used for physical activities, functions, sports To be available for hire purposes for the community adjacent to external space Access/visibility to the courtyard Has immediate access to the kitchen/ can function to a catering event/hire.	1250	
Stage Area	Adjacent to hall	Space to allow hall to be used for performance	70	
Change Facilities for Multipurpose Hall	Female & Male Toilets For community use	Durable, hard-wearing, and low maintenance finishes	67	
Accessible Facilities for Multipurpose Hall	Toilet to comply with DDA requirements For community use	Universally accessible facilities Durable, hard-wearing, and low maintenance finishes	8	
Store 1 & 2 Multipurpose Hall	Storage facilities to cater for community rooms	Belongings/ program storage Accessible from Multipurpose Hall	100	
Co-WorkingSpace		Space for hot desks and small meeting spaces Business incubator and support	150	
Community Room 1	Function / Social Space For community use (including faith groups for group prayer)	To be used for active, passive and learning programming To be available for hire purposes for the community Storage cupboards Playgroups, children's activities Access to kitchen	80	
Community Room 2	Meeting and learning space For community use	To be used for meetings and active and learning programs To be available for hire purposes for the community Storage cupboards used for games room	50	
Wet Activity Space		Space for art, craft and other wet or messy activities - opens to outdoor space	80	
Wet Activity Store		Store for materials	14	
Computer Learning Area	Dedicated Computer/IT learning area For community use	To be used for dedicated IT learning programs Available for programmed use Storage cupboards	70	
Meeting Room 1	Meeting Room for 15 people For community use	To be used for meetings and learning programs To be available for hire purposes for the community quiet games activities	50	
Meeting Room 2	Meeting Room for 8 people For community use	To be used for meetings and small group learning programming To be available for hire purposes for the community	20	
Consulting Room 1	One on one consultations space	Space for one on one consultations with support staff, allied health workers or visiting sink provided	20	
Interview/Consulting Room 2	One on one consultations space	Space for one on one consultations with support staff, allied health workers or visiting	20	
Interview/Consulting Room 3	One on one consultations space	Space for one on one consultations with support staff, allied health workers or visiting	20	
Interview/Consulting Room 4	One on one consultations space	Space for one on one consultations with support staff, allied health workers or visiting	10	
Music recording / Radio studio	Recording Studio / Control Radio / Podcast studio Radio/music equipment secure store	appropriate accoustic treatment To be available for the community	40 10 10	
Private Prayer Room	space for private prayer	comfortable, quiet space, facility to wash hands and feet	20	
Commercial Kitchen	Kitchen to serve Multipurpose Hall and Community Room 1	To be used for functions in Multipurpose Hall and Community Room 1 Durable, hard-wearing, and low maintenance finishes Including scullery	50	
Community Kitchen		Used for community cooking lessons and food sharing Accessible to community garden	20	
Pantry / Cool Room	Kitchen storage	Allow space for shelving / fridge etc	15	
Accessible Facilities 2	Toilet to comply with DDA requirements For community use	Universally accessible facilities Durable, hard-wearing, and low maintenance finishes	7	
Amenities	Female & Male Toilets / Cleaners store For community use on both levels	Durable, hard-wearing, and low maintenance finishes	45	
Community Room 1 Store	Storage facilities to cater for community rooms	Chair and table storage Accessible from community room 1	20	
Community Room 2 Store	Storage facilities to cater for community rooms	Program storage Accessible from community room 2	20	
Program Store	Storage facilities to cater for community rooms	General Program storage	12	
IT/Services	IT Server and building services		30	
Sub-Total (Net Area)			2573	
Calculation	17.5% of net area Net to gross area factor (4%)		450 121	
Total Building Area			3144.2	
Site				
Playground	Adjacent to Community Room 1	suitable for playgroup use		400
Community Playground		Access to community playground		TBC
Outdoor Sport Area	Adjacent to Multipurpose Hall	Access to full or half basketball court Access to full or half soccer pitch		TBC
Community Garden	Access to community kitchen	space for people to grow edible and other plants together.		
Car Parking	Parking	Carpspaces to reflect use requirements		TBC
Forecourt				
Waste Management				TBC



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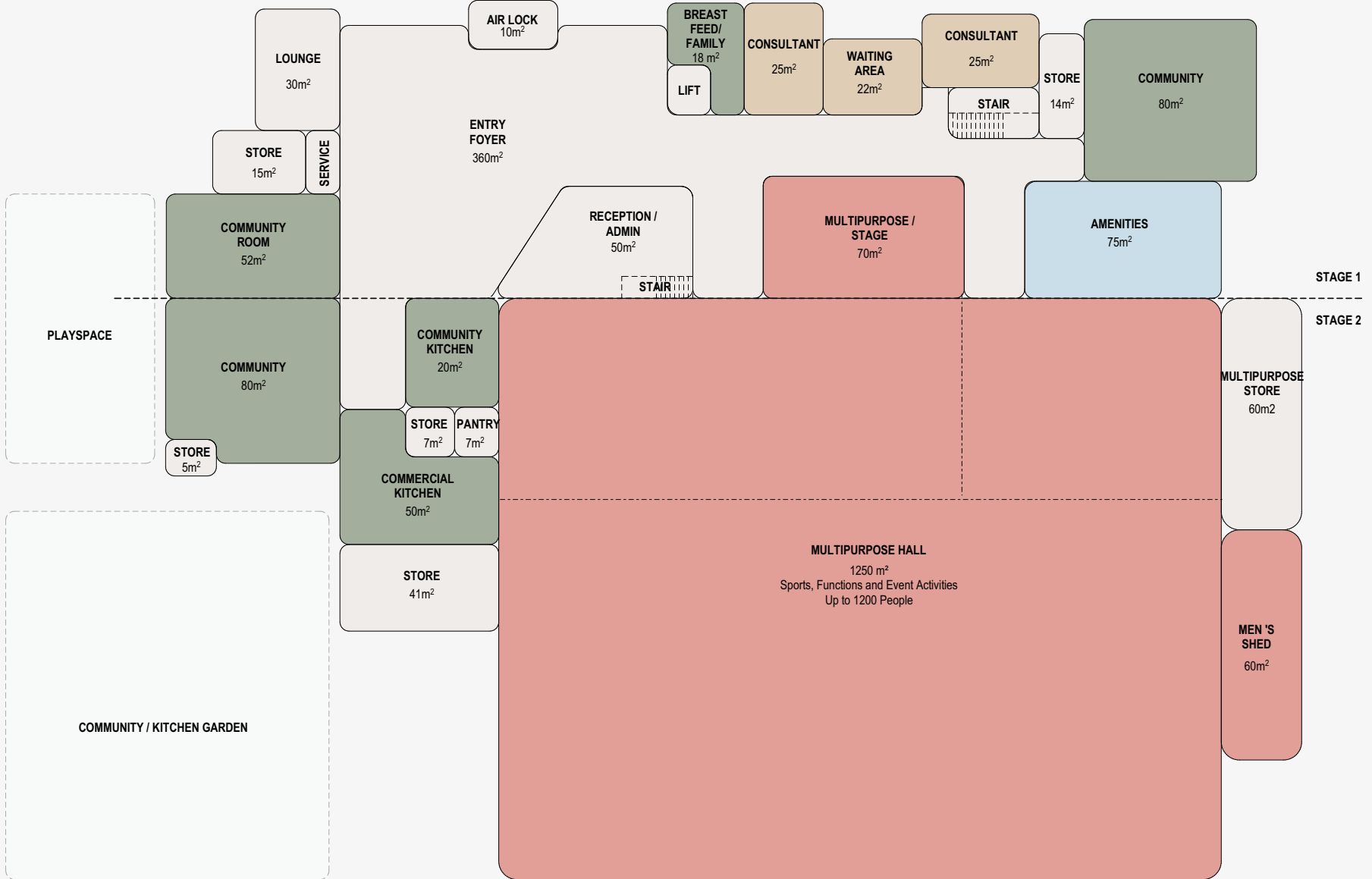
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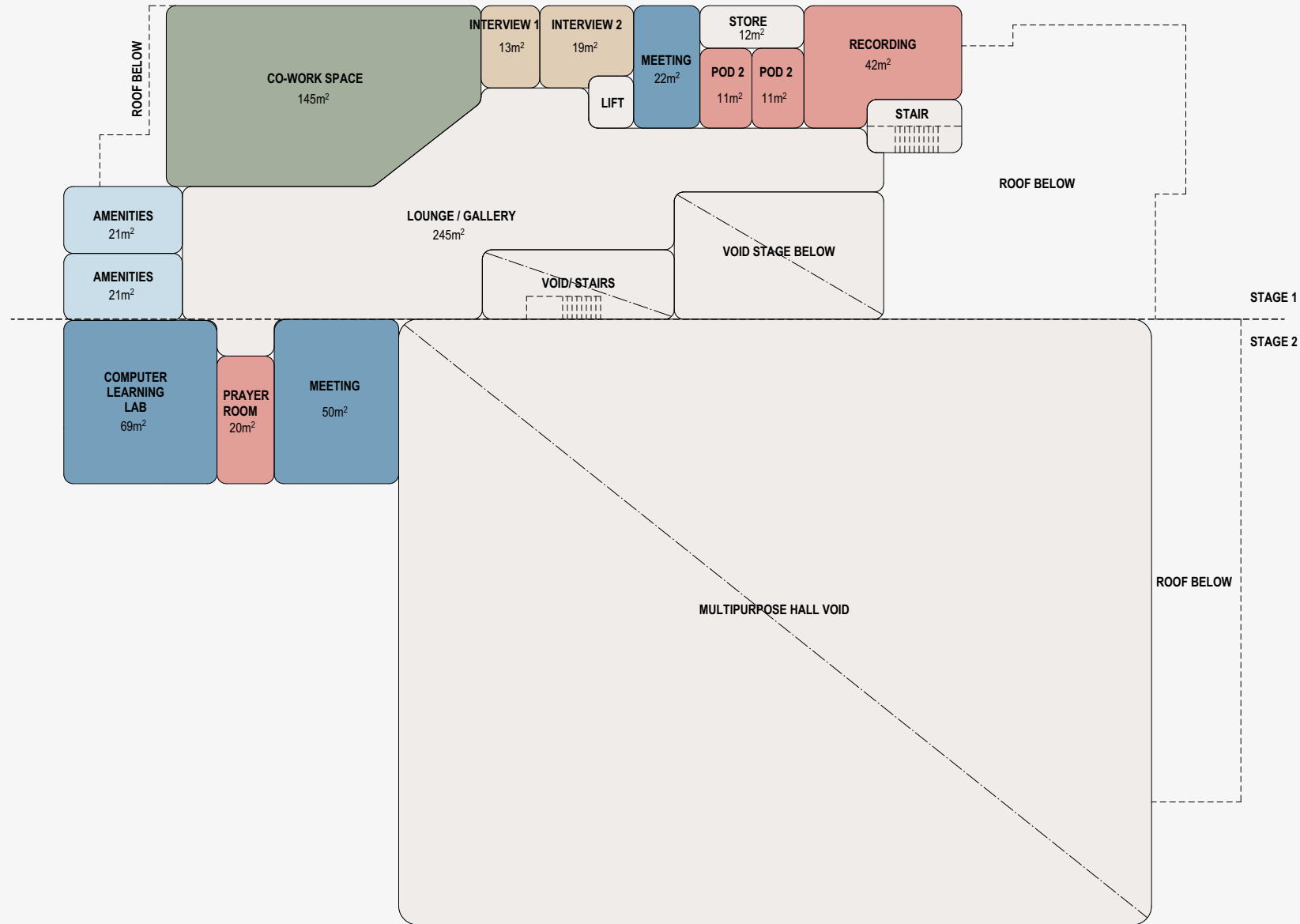
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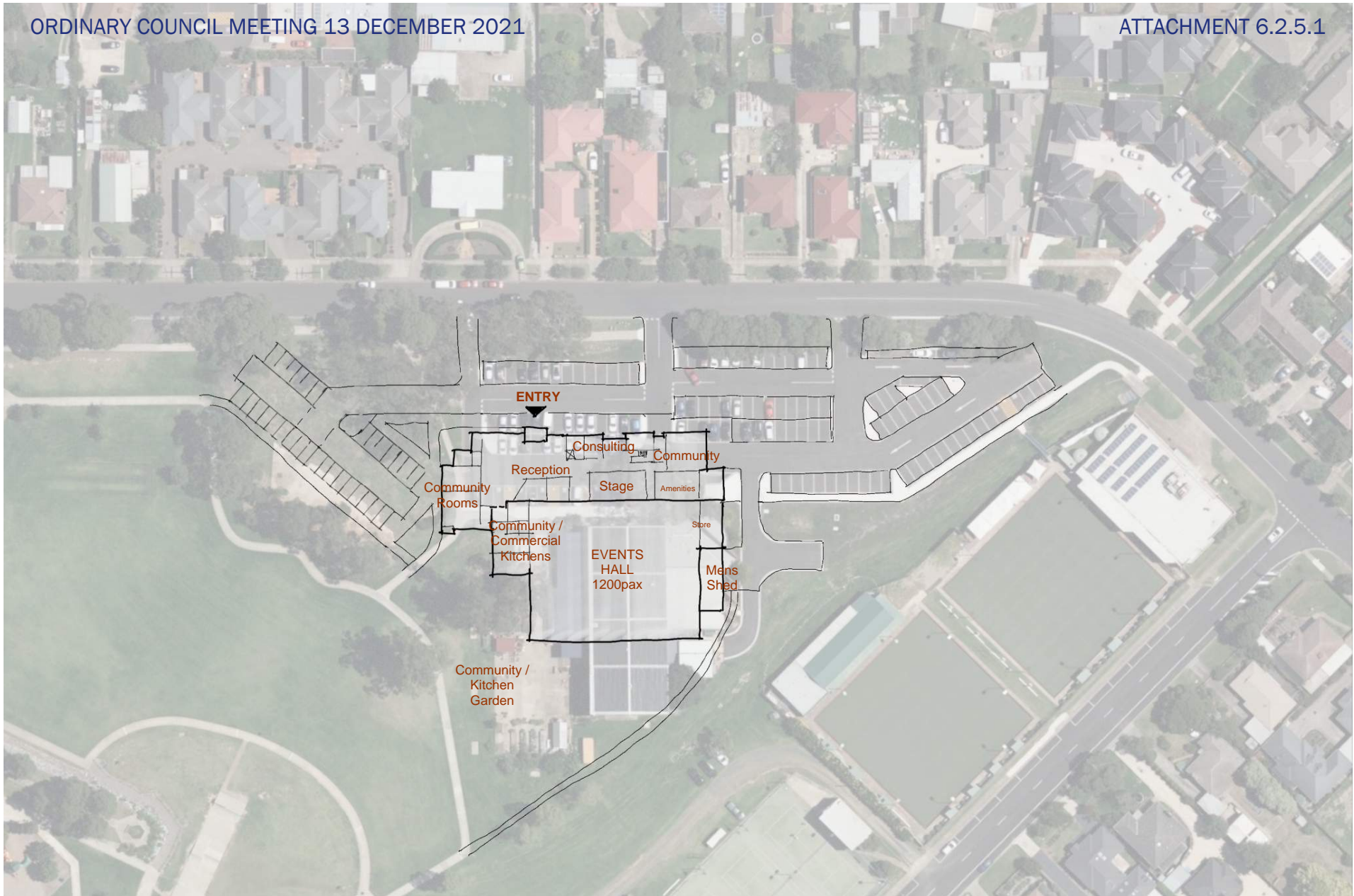
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Opinion of Probable Cost - Feasibility phase			
	Quantity	Rate	Estimated cost
Building works			
Demolition	2000 m2	\$250.00	\$500,000.00
New Building	3145 m2	\$3,750.00	\$11,793,750.00
Outdoor covered areas	250 m2	\$1,000.00	\$250,000.00
External works			
Carpark and accessways (180 spaces)	4400 m2	\$150.00	\$660,000.00
Site works and Landscaping	allowance		\$1,500,000.00
External Services			
Stormwater	1500m	\$250.00	\$375,000.00
Sewer	250m	\$300.00	\$75,000.00
Mains water	250m	\$220.00	\$55,000.00
Fire services	allowance		\$250,000.00
Electrical	250m	\$750.00	\$187,500.00
Vertical transportation	allowance		\$150,000.00
Communication and Security	150	\$200.00	\$30,000.00
Salto lock access	allowance		\$130,000.00
Sustainability Initiatives (4%)			\$638,250.00
Design Contingency 15%	item		\$2,489,175.00
Sub-total excluding GST			\$19,083,675.00
Cost escalation to Tender February 2023 (6%)	item		\$1,145,020.50
Construction Contingency (10%)	item		\$1,908,367.50
Public Art (1% of building cost)	item		\$190,836.75
Estimated Net project cost excluding GST			\$22,327,899.75
Consultant Fees (8%)	item		\$1,786,231.98
Project Management (4%)	item		\$893,115.99
Authority Connections and other fees	item		\$200,000.00
Loose furniture and equipment	item		\$450,000.00
Permit Fees and Levies	item		\$85,000.00
COVID19 Contingency (15%)	item		\$3,349,184.96
Estimated project cost Excluding GST			\$29,091,432.68
			GST \$2,909,143.27
Estimated project cost including GST			\$32,000,575.95





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Community engagement outline

1st round of consultation

Online workshop

An online zoom workshop will be held with the CSC CALD Network on Thursday 9 April to provide information about the project, to gain commitment to send the hard copy flyer and survey link to the members of the multicultural community and to workshop some key questions.

Online portal

Establish Creating Cardinia page by Thursday 9 April. Wendy to monitor the site. This will include:

- Information about the project
- A timeline
- A link to the survey for multicultural residents
- The ability to upload drawings or photos of a proposed hub
- 'Sticky notes'
- Conversation thread

This site will be updated as soon as possible after 6 May when the surveys have been analysed.

Hard copy surveys / flyer

This flyer is to be finalised by Thursday 9 April and will be forwarded to all key stakeholders (i.e. community leaders, CSC CALD Network members, neighbourhood houses, community service organisations and agencies, Pakenham Library and multicultural association) via email to be distributed to members of the multicultural community. It will have a link to the Creating Cardinia page. The survey needs to be completed by 6 May and returned to the location or person that provided the survey. Ideally most people will fill the survey in online. Emails will be to key stakeholders on 5 May asking them to send surveys, letters and comments to the project team as soon as possible (noting the closing date of 6 May).

Telephone / video calls

One on one or small group telephone / video calls will be made to connect with other key stakeholders. These calls will occur in the second half of April.

2nd round of consultations

Online portal

Emails will be sent to all key stakeholders (from Glenda’s database) directing them to the updated Creating Cardinia page in mid-May.

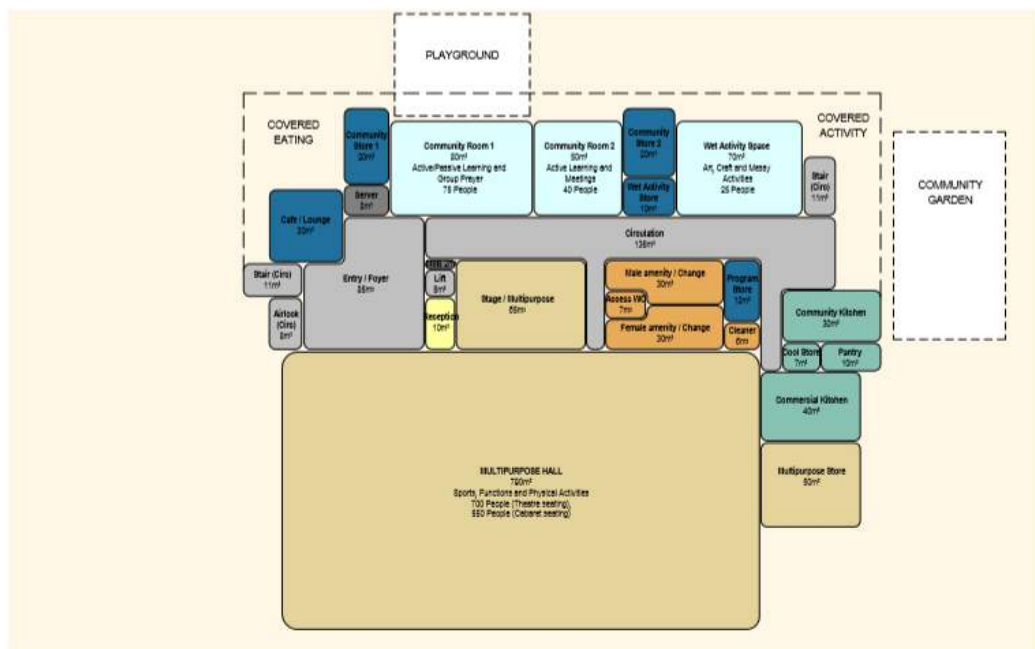
We will use the second round of consultations to ask people for more detail about certain aspects. People will be able to make comments via sticky notes and a brief survey.

Questions to include on the Creating Cardinia page are:

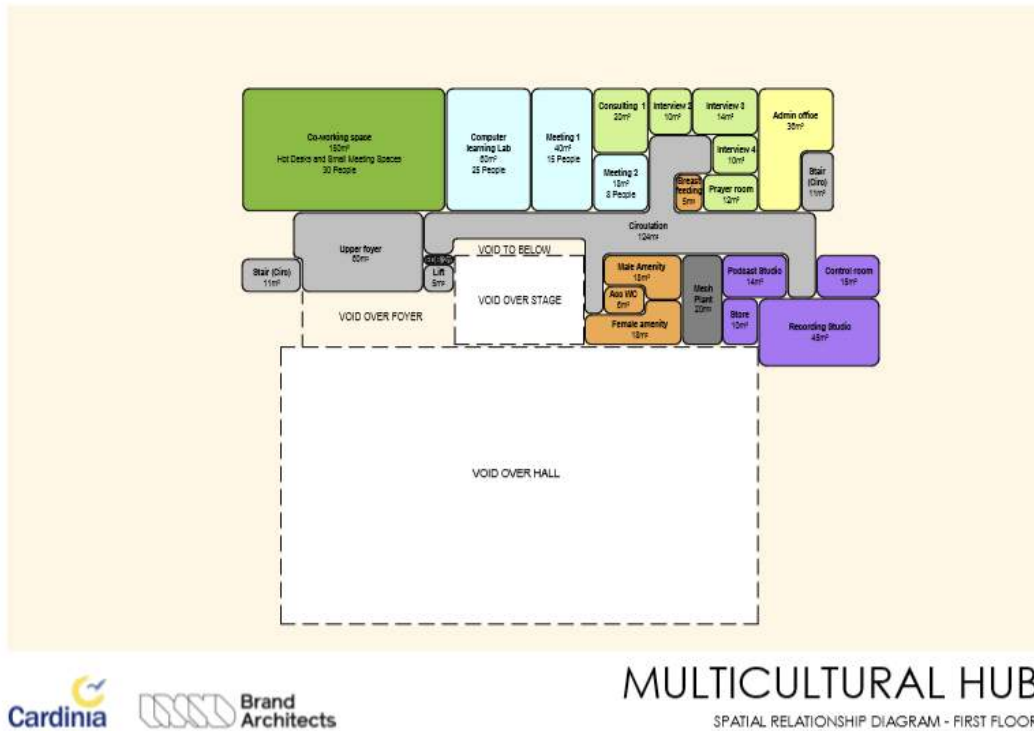
Sticky notes:

1. What are your thoughts about the draft spatial diagram for the Multicultural Hub?

GROUND FLOOR:



1ST FLOOR:



[can we have this so sticky notes appear on the tab before the survey when people open up the landing page?]

Survey:

1. If we are unable to fund everything in the draft spatial diagram, what would you **remove** (i.e. what spaces, if any, do you think are not required)? Please tick:

Ground floor

- | | |
|-------------------------------------------------------------------|--------------------------------------------------------------------|
| <input type="checkbox"/> Café / lounge | <input type="checkbox"/> Stage / multipurpose room |
| <input type="checkbox"/> Community room 1 and storage | <input type="checkbox"/> Community room 2 and storage |
| <input type="checkbox"/> Wet activity space (for art) and storage | |
| <input type="checkbox"/> Community kitchen | <input type="checkbox"/> Commercial kitchen, cool store and pantry |
| <input type="checkbox"/> Multipurpose Hall & storage | <input type="checkbox"/> Covered eating area |
| <input type="checkbox"/> Covered activity area | <input type="checkbox"/> Playground |
| <input type="checkbox"/> Community garden | |

First floor

- | | | |
|---------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Co-working space | <input type="checkbox"/> Computer learning lab | <input type="checkbox"/> Meeting room 1 |
| <input type="checkbox"/> Meeting room 2 | <input type="checkbox"/> Consulting room 1 | <input type="checkbox"/> Interview room 2 |
| <input type="checkbox"/> Interview room 3 | <input type="checkbox"/> Interview room 4 | <input type="checkbox"/> Breast feeding area |
| <input type="checkbox"/> Prayer room | <input type="checkbox"/> Administration office | |
| <input type="checkbox"/> Recording studio / podcast studio / control room | | |

2. Where in the municipality would you like to see the Multicultural Hub developed?

3. How do you think the Multicultural Hub should be managed?

- Cardinia Shire manages the facility and appoints a coordinator / manager.
- Cardinia Shire manages the facility and it is supported by a community advisory group (made up of members from the multicultural community).
- The management of the facility is tendered out to a not-for-profit group to manage
- The management of the facility is tendered out to a not-for-profit group to manage, supported by a community advisory group (made up of members from the multicultural community)
- A cooperative is established to manage the facility – this model involves a minimum of 5 people who share the responsibility of running the organisation and each member has voting rights. It can employ directors, managers and employees. People become shareholders of the cooperative.
- Other (please specify) _____

4. Do you have any other thoughts or ideas about the Multicultural Hub (e.g. are the room sizes in the spatial diagram okay, is there anything missing, etc)?

Hard copy flyer

A hard copy flyer will be produced and will be forwarded to community leaders, CSC CALD Network members, neighbourhood houses, community service organisations and agencies, Pakenham Library and multicultural associations via email to be distributed to members of the multicultural community (via Glenda’s database). A summary of the key spaces and places people suggested will be detailed in the flyer for people to view and to comment on. Emails will be forwarded to all key stakeholders on 30 May asking them to send surveys, letters, comments into the project team as soon as possible (noting the closing date of 31 May).

Community engagement

Additional community engagement will be undertaken with the following groups on the following dates:

- CALD Advisory Committee Wednesday 20 May at 6.30pm to 7.30pm (Skype)
- Youth Network Tuesday 2 June at 10ish (yet to be confirmed)
- CALD Network (the real one) Thursday 11 June at 10.30am to 11.30am (Skype)
- English Language class at Living Learning Pakenham Mon, Tues 9 June.

3rd round of consultations (from July 13 for 3 weeks)

Online portal – Creating Cardinia

The creating Cardinia site will include some information about the multicultural hub, the results thus far and a video of the proposed facility.

- People will be able to provide feedback on the site plan, based on a likert scale using smiley face symbols
- They will also be asked to provide comments on sticky notes about what they like or don't like about the proposed facility, or any other comments that they may have.

Community group engagement

Conduct online meetings with some of the groups that have been involved in the first two rounds of consultation:

- CALD Network Group
- CALD Advisory Group
- Bridgewood Language Group and Women's Group
- Youth Network
- Cardinia Shire Staff
- South Sudanese community

Emails

Emails will be sent to community leaders, CSC CALD Network members, neighbourhood houses, community service organisations and agencies, Pakenham Library and multicultural associations to direct themselves and the multicultural community to the updated Creating Cardinia page on 13 July.

Whatsapp

Utilise the two multicultural community apps to post the video, seek direct comments and to direct people to Creating Cardinia.

Media releases

Media releases will be prepared and sent to the following organisations to seek feedback on the draft floor plan. Note that Council will need to supply databases with emails and contact names:

- Local newspaper
- Multicultural newspapers
- Local radio station
- Multicultural radio stations
- Council newsletter
- School, kindergarten and childcare newsletters
- Club / community-based organisations

Posters

Produce poster with a visual image, list of spaces and a QR code to direct people to the Creating Cardina page. Posters to be placed in key locations throughout the community (e.g. supermarkets, post offices, etc), particularly in neighbourhoods with a high percentage of people from multicultural communities (Cardinia Road Precinct and Pakenham Precinct) and within the vicinity in which the facility is likely to be located.

Postcards

Consider producing postcards to letterbox drop in Cardinia Road Precinct and Pakenham Precinct (areas with the highest percentage of people from the multicultural community). These postcards should have a visual image, list of spaces and a QR code to direct people to the Creating Cardina page.

Social media

Purchase ads to ensure that the video comes up on the facebook pages of residents living in Pakenham Shire and shows the video, with a direct link to the Creating Cardinia page

Obtain a listing of other relevant facebook pages in Cardinia Shire and forward the video and Creating Cardinia link to these sites, e.g.

- Pakenham noticeboard (9.6k followers)
- Pakenham community noticeboard and events (3.9k followers)
- Pakenham community information (2.6k followers).

Final plan**Online portal**

A final draft plan will be provided on the online portal by the end of November for information. No additional feedback will be sought.

Hard copy flyer

A final hard copy flyer will be produced and forwarded to community leaders, CSC CALD Network members, neighbourhood houses, community service organisations and agencies, Pakenham Library and multicultural associations via email to be distributed to members of the multicultural community by the end of November. It will contain an image of the final draft building plan. No additional feedback will be sought.

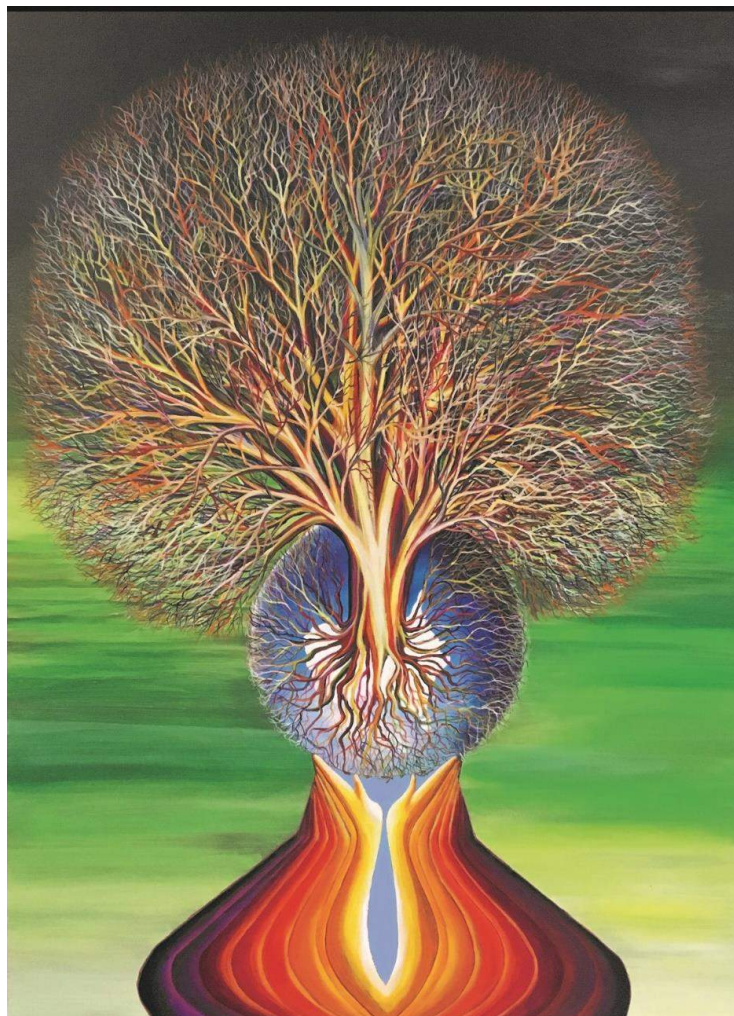
Timeline

Week beginning...	April				May				June				July				August		November	
Action	9	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	
1st ROUND																				
CALD Network Meeting																				
Send stakeholder survey, hard copy flyer and Creating Cardinia link to key stakeholders																				
Launch Creating Cardinia site																				
Make telephone / video calls to key stakeholders																				
Analyse information from CC site, hard copy surveys and other feedback																				
2nd ROUND																				
Launch update to CC site – provide summary of feedback and seek answers to																				

Week beginning...	April				May				June					July				August		November	
Action	9	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10		
specific questions																					
Send 2nd hard copy flyer and updated Creating Cardinia link to key stakeholders																					
Analyse information from CC site and other feedback																					
Prepare 1 st draft building plan (Brand Architects)																					
3rd ROUND																					
Prepare and promote update to CC site featuring draft building plan in video format																					
Undertake online workshops																					
Analyse information from CC site and other feedback																					

Week beginning...	April				May				June					July				August		November
Action	9	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	
4th ROUND																				
Prepare and promote update to CC site with final draft building plan. Use various promotional channels to send out this information. No feedback sought.																				
Finalise building plan (Brand Architects)																				

Cardinia Shire Council
Multicultural Hub Feasibility Study
First Round of Community Engagement Report
11 May 2020



Background



The new and emerging groups in the multicultural community of Cardinia were engaged in order to identify the types of activities that they would like to take part in in a new multicultural hub and the types of spaces that are required in this new building to facilitate the various activities suggested.





Some of the key benefits of a multicultural hub, as identified by the local community are:





- Retention of culture: a place for multicultural people in our community to seek assistance and congregate with other families who also speak their first language who they can relate to.
- Learning and growth: a practical and enjoyable place, where we can learn about each other and about skills that we will need.

Our tools

In order to understand the needs of the multicultural community in relation to a multicultural hub (in terms of desired activities and spaces), we utilised a variety of different community engagement tools. We engaged with 116 people (although some of these people may be counted twice if they completed a survey and also attended a workshop). This equates to 2% of the new and emerging communities from Africa, the Middle East and Asia. A summary of the 10 separate engagement activities follows, with full details available in the Appendix.

	<p>WhatsApp</p> <p>The MCL Hub Cardinia WhatsApp application, which has a membership of over 200 people, was used to promote the project and drive traffic to the Creating Cardinia page. It also enabled members of the group to post their ideas. 6 people provided comments. Their comments primarily focussed on an area for performances, a business incubator, sports facilities, play facilities, garden, kitchen, office space / meeting rooms, IT facilities and various services.</p>
	<p>Phone calls</p> <p>Phone calls were made to 13 residents of multicultural communities and community leaders, using a database supplied by Cardinia Shire. Many suggestions were received from these residents and community leaders, with the most frequently cited needs as:</p> <ul style="list-style-type: none"> • Provide a hall / auditorium (6) • Provide indoor sports facilities (6) • Provide space for children to play indoors – like an informal creche (4) • Provide a kitchen / commercial kitchen (4) • Provide a space for people to play board games such as chess, dominos, jenga, etc to help create an awareness of each other’s cultures (4) • Members of the multicultural community should manage the facility or be involved in its management (3) • Provide desk space for various multicultural groups (3) • Provide support for people to learn how to prepare a resume, have practice job interviews and get a job (3) • Provide IT throughout the facility including AV equipment and sound system (independent sound system in each room) in function spaces / meeting rooms (2) • Provide space for people to play online games (2) • Kitchen should be separated from function area (2) • Provide lots of windows and natural light (2) • Provide a playground (2) • Provide an outdoor soccer pitch (2).

	<p>Creating Cardinia’s ‘sticky notes’</p> <p>The Creating Cardinia’s ‘sticky notes’ function attracted 11 comments. These comments focussed on creating a place where people could connect with one another, be included, access services and take part in a variety of programs.</p>
	<p>Creating Cardinia ‘gather’</p> <p>2 suggestions were received from the Creating Cardinia ‘gather section’. The first of these comments relates to the development of a statue / symbol of a golden or multi-coloured eagle and second comment relates to the need to incorporate a multicultural cricket centre into the facility.</p>
	<p>Creating Cardinia community survey</p> <p>A survey was created and placed on the Creating Cardinia website. It was also emailed to various multicultural groups and other key stakeholders. A total of 19 surveys were completed. Respondents were primarily from Africa, India and Sri Lanka.</p> <p>The types of activities survey respondents said that they would like to take part in include social gatherings, performances, sport, cooking, education / training and access to various services. The types of spaces suggested include function space, meeting rooms, offices, kitchen, music studio, lounge area, IT area, information area, toilets, library, garden, playground and sports facilities (both indoors and outdoors).</p> <p>Other non-material components of the facility that the community would like to see include a relaxed environment; an open space area which promotes a sense of inclusion; a space where people can learn about each other’s cultures; artwork; exhibitions; cost effective hiring fees; and management by the multicultural community.</p>
	<p>Key stakeholder survey</p> <p>Key stakeholders and community leaders (who themselves may represent many people in the community) were invited to complete a survey. 29 people completed this survey. Survey respondents are keen to see the hub provide opportunities for the community to develop employment and life skills. They identified a suite of programs and services (e.g. mental health services, breakfast club for children on school days and an early parenting group) along with spaces in which to deliver these activities, i.e. function space, meeting rooms / classrooms / program rooms, kitchen, office / counselling / interview rooms, community garden, music studio, prayer room, breastfeeding space, lounge / foyer, art studio, play spaces and outdoor space. They provided valuable feedback on their experiences at other multicultural hubs and made some very pertinent remarks about location, affordability, name of the hub, income generation and staffing.</p>

	<p>Cardinia Shire CALD Network Workshop</p> <p>9 CALD community leaders / service providers, four Cardinia Shire staff and four members of the project team attended a Cardinia Shire CALD Network meeting to workshop some questions around the proposed multicultural hub. These workshop participants identified various spaces that are required, e.g. a function space, kitchen, sports facilities, children’s spaces, music centre and offices along with various design, program and management suggestions.</p>
	<p>South Sudanese Community Workshop</p> <p>An online workshop was held with 10 members of the South Sudanese community living in Cardinia and community leaders, along with two staff from Cardinia Shire and two members of the project team. These workshop participants noted the need for a function space, kitchen, meeting rooms, interview rooms, office space, a dedicated computer lab, a games room, a music studio, a community garden and indoor and outdoor sporting opportunities. They also noted various design issues and were particularly keen to ensure that people from the multicultural community are involved in the management of the facility.</p>
	<p>Consultation with primary school children</p> <p>Consultation was undertaken with 10 young people in the community to gain feedback on the multicultural hub proposal. Students noted the need for a large space indoors as well as outdoor spaces. They felt strongly that the facility should be as welcoming and colourful as possible. Food and spaces for children were important too.</p>
	<p>Consultation with Youth Councillors</p> <p>Council staff had a discussion with 7 Youth Councillors about the proposed multicultural hub. Youth Councillor ideas primarily centred on sport and fitness activities, events and programs, but some members of the group also provided commentary on some design and function aspects (welcoming open spaces with lots of light and bright colours).</p>

Proposed activities

Members of the multicultural community that we engaged with, primarily want to use the multicultural hub for the following types of activities:

Arts and cultural activities

- Dancing
- Drama
- Cultural performances
- Discos for young people
- Art and craft activities
- Learn to play musical instruments
- Record music
- Make podcasts
- Musical concerts

Health and wellbeing activities

- Counselling – family violence, mental health, alcohol and drugs, trauma, mediation
- Gardening

Employment, education and training activities

- Learning how to run a business (business incubation)
- Computer training
- Prepare resumes
- Practice job interviews
- Life skill classes – financial literacy, building self-esteem
- Homework
- Cooking classes
- Language classes – learning English and teaching local languages to the broader community

Sport and recreation activities

- Basketball
- Badminton
- Table tennis
- Soccer
- Volleyball
- Netball
- Cricket
- Board games, e.g. dominos, chess, jenga
- Swimming
- Skating
- Bike / scooter riding
- Play
- Yoga
- Book clubs
- Online games

Community gathering / socialising activities

- Festivals
- Sharing food with one another
- Space for older adults to meet
- Events
- Space for young people to hang out
- Space where young mums can be supported

Religious activities

- Religious events
- Praying

Proposed spaces

The types of spaces required in the multicultural hub, according to those who we engaged with include:

Base spaces	Details
Foyer / lounge	<ul style="list-style-type: none"> • Open space that features comfortable furnishings, e.g. couches and coffee tables, chairs and tables • May have some publicly accessible computers • Brightly decorated • Has a section with brochures of services or a screen providing information about services • May have self-serve tea and coffee • May have a social enterprise café attached to it • May have a help desk staffed by employees or volunteers • May have a small library
Function space	<ul style="list-style-type: none"> • Large multi-purpose facility that can be used for a variety of activities such as: <ul style="list-style-type: none"> • Dance and music performances • Indoor sports, e.g. basketball, soccer, badminton, table tennis netball and volleyball • Festivals and events • Large scale religious events • Consider using soundproof dividers to create different sized rooms • Consider having kitchen located next to the function space to enable meals to be served easily • Should be rectangular in size • Should cater for between 200-1,500 people (the most common range suggested was 200-500) • May need a stage or portable staging • Will need an adjacent storage area for tables and chairs • Consider retractable seating • Should have wooden floor • Needs to be equipped with audio visual equipment, etc • May have an interface with the outdoors to enable greater participation numbers • Need to consider location, size, accessibility and cost of other large function spaces within the area to prevent duplication and / or to provide a point of difference
Meeting rooms / program rooms / classrooms	<ul style="list-style-type: none"> • Meeting rooms able to cater for up to 30 people • Provide facilities for tea and coffee • Need to determine how many meeting rooms are required and their size
Kitchen	<ul style="list-style-type: none"> • Commercial kitchen that enables the preparation, cooking and heating up of food • May be used for cooking classes

Base spaces	Details
	<ul style="list-style-type: none"> An area where people can dine (potentially in the function room)
Toilets	<ul style="list-style-type: none"> Sufficient toilets for the number of people that the hub can cater for Consider culturally appropriate toilets Include places for changing nappies Provide a nearby space for mothers to breastfeed
Office(s)	<ul style="list-style-type: none"> To be used for administration To be used by visiting or tenant services for activities such as counselling, mediation, etc May be used for business incubation purposes Potential for hot desks Some multicultural groups would like to organise their activities from an office base Will need storage and IT Need to determine number of offices and the size of each
Playground	<ul style="list-style-type: none"> Outdoor playground suitable for younger children
Outdoor space	<ul style="list-style-type: none"> Some tables and chairs Community garden Potentially a roof top garden
Prayer room	<ul style="list-style-type: none"> Need to determine the size and orientation of this room Potentially need to cater for 60-80 people
Car parking	<ul style="list-style-type: none"> Needs to be adequate to cater for the number of users of the hub Consider roof top or underground parking

Potential additional spaces	Details
Computer lab	<ul style="list-style-type: none"> A room set up with multiple computers to allow computer training to occur Need to consider if an entire room is required or whether several computers in the lounge area will suffice Need to determine if there are facilities set up nearby that offer computer training in this way
Music studio	<ul style="list-style-type: none"> Potential to house a radio station at the hub – need to establish if there is a demand for this A music studio where people can record music and podcasts A space where people can learn to play musical instruments (does not necessarily have to be in a music studio)

Potential additional spaces	Details
Art studio	<ul style="list-style-type: none"> • A space where people can take part in art and craft activities. • Will need access to sinks • Room needs to be able to be cleaned easily • Need to determine demand for an art room and to identify any other spaces nearby
Outdoor sports facilities	<ul style="list-style-type: none"> • Outdoor sports facilities such as soccer pitch, basketball / netball court and volleyball court and cricket pitch • These facilities are dependent on the size of the land available, existing proximity to other sport and recreation facilities and budget • Another option is to consider a sports cage with artificial turf surface, a soccer goal at one or both ends and a basketball / netball ring (that swings around) at one or both ends
Indoor play area	<ul style="list-style-type: none"> • People want a space where children can play while their parent(s) take part in other activities at the hub • The intent is not for a licensed childcare facility, but rather a space where children can play, potentially supervised by other parents • Generic meeting rooms or the lounge area could be used for children to play in under supervision from parents on occasions
Games room	<ul style="list-style-type: none"> • A space where people can informally play games such as chess and dominos • A designated games room may not be required - may be best suited for foyer / lounge area • Generic meeting rooms could be used for games on occasions
Men's Shed	<ul style="list-style-type: none"> • Potential to construct a men's shed on site to enable local men to take part in a range of construction activities and hobbies.

Design features

People who took part in the engagement process are keen to ensure that the following design ideas are considered:

- Access for people of all abilities
- Child friendly design
- Warm, inviting foyer area
- Open space design to fostered good cross-cultural connections informally
- Multipurpose and adaptable
- Lots of windows, skylights and natural light
- Good quality IT systems throughout (e.g. AV equipment and independent sound systems in function and meeting rooms)
- Colourful multicultural art on the walls
- Welcome messages and potentially flags at the entrance to the building and various sayings / proverbs from different communities on the walls
- Good indoor / outdoor connectivity
- 6-star energy efficient and use appropriate water, light and heating efficiency technology
- Design/Layout: a flying eagle (golden or with Multicultural colours featured)
- Innovative and attractive design to reflect the multicultural communities of Cardinia Shire
- Plants to keep the air and ambience fresh.

Other considerations

Management

It was noted that Council does not generally operate community facilities – it generally hands management over to other organisations. Management issues for consideration include:

- Members of the multicultural community should be involved in the management of the multicultural hub
- Form a working group made up of members of the multicultural community to guide the development of the facility
- Ensure that the facility is not dominated by one or two large bookings all the time
- Staff should be friendly, culturally conscious and welcoming. treating everyone with respect.
- Ensure that the multicultural hub does not negatively impact on other facilities.

Services

Provide space for visiting services, e.g. Maternal and Child Health, counselling, etc. Also ensure that the hub is set up to act as a business incubator.

Vibe

A friendly and welcoming environment that encourages positive participation by all community members needs to be developed. Ideally the community will develop a sense of ownership of the hub. It also needs to provide users with a sense of inclusion, relaxation, security and comfort.

Location

The facility needs to be located near public transport or Close to M1 Freeway exit or Princes Highway. Some potential sites suggested by those who took part in community engagement activities include:

- My Place Youth Centre
- Living and Learning Centre
- Explore PB Reserve
- Land owned by Casey Church
- Co-location with other existing community spaces.

Cost

The cost to multicultural groups to hire the facility needs to be carefully considered as it may be a key barrier to usage. Currently some groups pay \$30-\$40 per hour or \$85 per hour with kitchen facilities. Others pay up to \$800 per day for the entire facility. Some groups have very little if any funds. It may be possible to consider an arrangement whereby members of community groups volunteer their time for centre activities in exchange for a reduction in hiring fees. The development of a facility built with energy efficient principles should help to save on overhead costs.

Comments have been received both for and against hiring out office space in the building to services as a form of income to subsidise costs for the multicultural community. Social enterprise activities such as cafes and pop up markets selling cultural merchandise and artefacts are other potential sources of income to offset hiring fees.

One comment that was related to costs is: "Council can do well to learn the valuable lessons from 'community hub' renovations / rebuilds both within Cardinia and elsewhere, where previously well used yet tired facilities have been fitted out to a high specification, but are now un-affordable and ultimately rejected by the community which they were meant to serve. For example, why is the Pakenham Hall not considered an affordable, accessible out of hours venue for multicultural groups to utilise and meet? Any new development must ensure meaningful accessibility at all levels including affordability both during and out of business hours."

Promotion

The hub's website should be easily translatable into several languages and there could potentially be a big screen electronic noticeboard outside the building to promote activities and events.

Name

An appropriate name needs to be identified. The broader community may feel that naming a facility a multicultural hub is divisive and the multicultural community, many of whom see themselves as Australian, may not want to be segmented by their cultural background.

Intergenerational activities

Need to provide opportunities for intergenerational activities. A community garden is an ideal vehicle for this.

Accessibility

Accessibility by the multicultural community to other programs, services and facilities in Cardinia Shire needs to be explored as part of the process of selecting a site, identifying the spaces required within it and determining governance structures and management processes.

From a planning perspective, it may appear that a particular program, service or facility (e.g. the capacity to play indoor basketball) is not required, as an indoor basketball stadium is available nearby. However, the cost of joining a basketball club, for example, may be prohibitive to some young members of new and emerging communities, hence they cannot access that particular facility and want one at the multicultural hub. Similarly, if people do not feel welcome to attend a program or visit a service in a nearby facility (such as a playgroup), they may want one in the multicultural hub.

Ideally discussions will be held with members of the multicultural community, and changes put into place where necessary, to firstly ensure that they have better access to existing programs, services and facilities within the Shire by addressing barriers to participation wherever possible. This process may of course take a considerable amount of time to have any impact. Hence we need to design the multicultural hub in a flexible and multipurpose manner (and potentially provide some programs, services and facilities which may appear to be a duplication), on the understanding that as community needs change, so too will the use of spaces.

Where to from here?

We need to determine in the second round of engagement:

1. Feedback on the draft floor plan(s) (general comments)
2. Which of the potential additional spaces are required and which are not (rated according to those identified as most important to those rated of least importance)
3. A potential location of the facility (voted on)
4. Thoughts on management options (voted on)
5. Thoughts on programs and services (rated according to those identified as most important to those rated of least importance)
6. Seek names of those who want to form a working group to guide the development of the facility

Appendix

Multicultural Community

In June 2019, the estimated population of Cardinia Shire was 112,159. At the time of the 2016 Census, 18.9% of the Shire's total population was born overseas. If extrapolated against the current estimated population, this would equate to approximately 21,200 residents born overseas. Of those born overseas, the largest group by far at the time of the 2016 Census are those born in the United Kingdom. The 4,981 people born in the UK made up 5.3% of the entire Shire's population. The largest non-English speaking country of birth in Cardinia Shire was India, where 1.8% of the population, or 1,673 people, were born.

The top 10 birthplaces for Cardinia Shire residents in 2016 (other than Australia) include:

- United Kingdom
- India
- New Zealand
- Sri Lanka
- Netherlands
- Philippines
- South Africa
- Germany
- Mauritius
- Italy

Some of these residents may have lived in Australia for many years. Patterns of immigration have been changing, however, with people from a range of new and emerging communities making Cardinia Shire their home¹ This group is predominantly from African, Middle Eastern and Asian countries and numbered 6,215 at the last Census:

	Place of birth	Number of residents
1	India	1673
2	Sri Lanka	877
3	Philippines	611
4	South Africa	454
5	Sudan / South Sudan	311
6	China	277
7	Egypt	211
8	Malaysia	180
9	Pakistan	141
10	Afghanistan	126
11	Thailand	122
12	Singapore	122
13	Indonesia	115
14	Zimbabwe	114
15	Kenya	92

¹ <https://profile.id.com.au/cardinia/birthplace>

	Place of birth	Number of residents
16	Vietnam	91
17	Bangladesh	90
18	Taiwan	74
19	Cambodia	73
20	Ethiopia	57
21	South Korea	57
22	Hong Kong	55
23	Iran	49
24	Papua New Guinea	37
25	Burma (Myanmar)	36
26	Nigeria	35
27	Nepal	32
28	Liberia	21
29	East Timor	21
30	Iraq	20
31	Zambia	16
32	Botswana	14
33	Tanzania	11

Between 2011 and 2016, the greatest increase in residents who were born overseas was from those born in India and Sri Lanka:

- India (+1,199 persons)
- Sri Lanka (+512 persons)
- New Zealand (+398 persons)
- United Kingdom (+339 persons).

Whatsapp Feedback (6)

The MCL Hub Cardinia WhatsApp application, which has a membership of over 200 people, was used to promote the project and drive traffic to the Creating Cardinia page. It also enabled members of the group to post their ideas. Six people provided comments. Their comments primarily focussed on an area for performances, a business incubator, sports facilities, play facilities, garden, kitchen, office space / meeting rooms, IT facilities and various services.

Name	Comments
Performance space	<ul style="list-style-type: none"> • A fully fledged auditorium for musical concerts or art performance would be nice and also function areas as well • A stage for live performances to be used for cultural show entertainment and other multicultural events
Business incubator	<ul style="list-style-type: none"> • Business incubator space for migrant new business. An area for new business to conduct business, a services office area which would be a business incubator which would provide a platform for new businesses to go through an incubation period. • Business incubator to encourage entrepreneurs
Counselling services	<ul style="list-style-type: none"> • Counselling centre for those that have experienced family violence
Sports facilities	<ul style="list-style-type: none"> • A basketball court • An indoor cricket area • Swimming pool – a safe community swimming pool where water safety classes can be conducted • Cricket Centre • Soccer facilities – synthetic and natural turf with options to have a smaller pitch (like the Dandenong 5's set up). Other sporting facilities like badminton, table tennis, basketball and volleyball.
Youth space	<ul style="list-style-type: none"> • A training facility for youth
Play facilities	<ul style="list-style-type: none"> • Entertainment for kids • Playing space for kids • Children's facilities
Parents facilities	<ul style="list-style-type: none"> • A mothers' room
IT facilities	<ul style="list-style-type: none"> • Computer room • Some rooms should have facility for projectors
Garden	<ul style="list-style-type: none"> • Community gardening area where different multicultural crops can be grown
Offices	<ul style="list-style-type: none"> • Small cabins to deal with the client for privacy reasons
Accessibility	<ul style="list-style-type: none"> • Rooms and rest rooms should have access for differently able people
Reception	<ul style="list-style-type: none"> • There should have provision of helping desk and there should have approachable phone and computers facility
Kitchen	<ul style="list-style-type: none"> • Some meeting rooms should have kitchen cabinets

Name	Comments
	<ul style="list-style-type: none"> Commercial kitchen with large dining area Cafe
Meeting rooms	<ul style="list-style-type: none"> Meeting rooms

Emails (1)

One email was received. The suggestion included in the email was to develop a rooftop garden with hydroponic system.

Telephone calls (13)

Phone calls were made to 13 residents of multicultural communities and community leaders, using a database supplied by Cardinia Shire. Many suggestions were received from these residents and community leaders, with the most frequently cited needs as:

- Provide a hall / auditorium (6)*
- Provide indoor sports facilities (6)*
- Provide space for children to play indoors – like an informal creche (4)*
- Provide a kitchen / commercial kitchen (4)*
- Provide a space for people to play board games such as chess, dominos, jenga, etc to help create an awareness of each other's cultures (4)*
- Members of the multicultural community should manage the facility or be involved in its management (3)*
- Provide desk space for various multicultural groups (3)*
- Provide support for people to learn how to prepare a resume, have practice job interviews and get a job (3)*
- Provide IT throughout the facility including AV equipment and sound system (independent sound system in each room) in function spaces / meeting rooms (2)*
- Provide space for people to play online games (2)*
- Kitchen should be separated from function area (2)*
- Provide lots of windows and natural light (2)*
- Provide a playground (2)*
- Provide an outdoor soccer pitch (2).*

Focus area	Details
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Focus area	Details
Programs	<ul style="list-style-type: none"> • Conversational English classes run by volunteers • Yoga classes • Men’s Shed • Computer programs • Homework club • Basic cooking classes • Information sessions, e.g. how to shop for food
Services	<ul style="list-style-type: none"> • Counselling • Headspace • RecLink • Alcohol and drug services • CICADA • Mental health • Brotherhood of St Laurence • Provide support for people to learn how to prepare a resume, have practice job interviews and get a job (3) • Multicultural Youth Officer (to run a youth club – provide opportunities for young people to play games and also to develop their sporting skills and provide a pathway to club-based sport • Business incubator
IT	<ul style="list-style-type: none"> • Provide IT throughout the facility including AV equipment and sound system (independent sound system in each room) in function spaces / meeting rooms (2) • Ensure people can access Wi-Fi • Provide space for people to play online games (2) • Provide a computer room
Lounge area	<ul style="list-style-type: none"> • Communal lounge area with couches • Provide computers in communal lounge space • Provide space for information brochures
Kitchen	<ul style="list-style-type: none"> • Kitchen / commercial kitchen (4) • Kitchen should be separated from function area (2) • Enable people to make their own tea and coffee – provide an urn • Provide a café – operated by a different multicultural group each day with food sold to general public
Design	<ul style="list-style-type: none"> • Non-institutional • Lots of windows and natural light (2) • Inviting • Indoor plants • Reflect the diverse communities • Place messages on the wall that are relevant to multicultural groups and some of their sayings, e.g. <ul style="list-style-type: none"> • “I am who I am because of you and you are who you are because of me” • “It takes a village to raise a child” • “United we stand, divided we fall” • “We are one” • Form a working group to guide the development of the facility

Focus area	Details
	<ul style="list-style-type: none"> The facility needs to be designed so that it is adaptable and multipurpose
Young people	<ul style="list-style-type: none"> Homework club
Children	<ul style="list-style-type: none"> Space to for children to play indoors – like an informal creche (4)
Playground	<ul style="list-style-type: none"> Provide a playground (2)
Information	<ul style="list-style-type: none"> Provide space for brochures Have someone available at the centre to provide verbal information about services
Meeting room / classroom	<ul style="list-style-type: none"> Provide a meeting room able to cater for 50-100 people Provide classrooms like those at Outlook Centre
Function room / auditorium	<ul style="list-style-type: none"> Need event space for 1000-1500 people for cultural and religious events (a lot of people will just sit on the floor) Function room should have dividers (like Pakenham Hall) (2) Event space should be rectangular (it's better for dancing) Need access to portable stages Could potentially have wooden floors and carpet to roll out Need a hall for dancing, performances and indoor sport able to cater for 200 people Develop an auditorium that can cater for a maximum of 200 people, suitable for dance, drama and live bands Need a large room able to cater for 200-400 people Need auditorium style seating (potentially retractable) Provide a green room (dressing room) with mirrors for performers Hall to cater for 100 people Need space for 400-500 people Facilities need to be able to cater for dances
Location	<ul style="list-style-type: none"> Should be near public transport
Prayer room	<ul style="list-style-type: none"> Prayer room for 60-80 people
Games	<ul style="list-style-type: none"> Provide a space for people to play board games such as chess, dominos, jenga, etc to help create an awareness of each other's cultures (4) Provide space for children to play board games
Management	<ul style="list-style-type: none"> Members of the multicultural community should manage the facility or be involved in its management (3) Don't let the facility be dominated by one specific multicultural group (2)
Hiring fee	<ul style="list-style-type: none"> Fee should be reasonable. Pay \$30-\$40 per hour at other venues; \$85 per hour with kitchen facilities at Pakenham Hall; \$800 per day for Pakenham Hall Fees should be affordable for the community
Parking	<ul style="list-style-type: none"> Develop car park either underneath the building or on top of it
Music studio	<ul style="list-style-type: none"> Provide a music studio where young people can learn to play music and also make recordings
Sport	<ul style="list-style-type: none"> Provide an indoor stadium suitable for basketball, soccer, volleyball, badminton and table tennis – with retractable basketball ring (6) Make sport affordable, e.g. charge participants \$5 per hour Provide an outdoor soccer pitch (2) Provide an outdoor basketball court

Focus area	Details
	<ul style="list-style-type: none"> • Provide an outdoor volleyball court for girls • Provide cricket facilities • Skate park • Pump park
Outdoor space	<ul style="list-style-type: none"> • Would like open space around the facility • Develop a garden
Vibe	<ul style="list-style-type: none"> • Welcome and inclusive • New and emerging communities need to be engaged and feel valued – it's deeper than just food and costumes
Benefits	<ul style="list-style-type: none"> • Decrease socialisation • Decrease custody issues • Decrease mental health issues • Increase liveability of Cardinia Shire
Office space	<ul style="list-style-type: none"> • Provide desk space for various multicultural groups (3)
Art	<ul style="list-style-type: none"> • Display flags from the various communities represented in the Shire and place paintings by multicultural artists on the walls
Theatre	<ul style="list-style-type: none"> • Provide a small theatre for people to watch movies
Other comments	<ul style="list-style-type: none"> • The cost of joining a sports club is prohibitive for many young members of new and emerging communities • The multicultural hub can create opportunities for people to socialise outside their immediate family and to learn new ideas
Prayer room	<ul style="list-style-type: none"> • Provide a prayer room
Older adults	<ul style="list-style-type: none"> • Provide facilities / activities for older adults

Creating Cardinia Sticky Notes (11)

The Creating Cardinia's 'sticky notes' function attracted 11 comments. These comments focussed on creating a place where people could connect with one another, be included, access services and take part in a variety of programs.

Focus area	Details
Services	<ul style="list-style-type: none"> • Assist and advocate for different community services to solve emergency problems of the community members • Assist people to link into services that will empower them to improve their family and other significant relationships and lifestyle • Different services allocated in the hub to support Youth, families and elderly people living in Cardinia
Workshops	<ul style="list-style-type: none"> • Financial Wellbeing and Literacy for Empowerment workshops
Inclusion and empowerment	<ul style="list-style-type: none"> • Operate in a Clearing House modus operandi to engage, empower socially excluded women, children and youth
Connectedness	<ul style="list-style-type: none"> • Gather with the broader community, learning more about everyone and helping create social interaction • Help anyone who needs a friend

Focus area	Details
Visual arts	<ul style="list-style-type: none"> Be able to learn about different cultures in our community by creating a collage like mural featuring aspects of different cultures
Sharing	<ul style="list-style-type: none"> I would love for them to tell their stories and for me to listen about what they have experienced
Cooking	<ul style="list-style-type: none"> I could offer my cultural cooking recipes I could teach people how to make pastries
Craft	<ul style="list-style-type: none"> I could teach them some crafts, such as knitting with wool
Manual tasks	<ul style="list-style-type: none"> I could teach people how to do manual work
English	<ul style="list-style-type: none"> I would be happy to be provide free English language lessons

Creating Cardinia Gather Thoughts (2)

Two suggestions were received from the Creating Cardinia 'gather section'. The first of these comments relates to the development of a statue / symbol of a golden or multi-coloured eagle and second comment relates to the need to incorporate a multicultural cricket centre into the facility.

- Multicultural cricket centre. Sport is a powerful avenue towards bringing people of different cultures and faiths together. From experience running a multicultural class cricket training and tour program; it is evident how this sport specifically can bring Australian's of different cultures together. Having access to an indoor environment for a cricket training program among other sport would be of great benefit - specifically targeting younger members of the wider community. A lack of available facilities for this in the area can also be addressed I believe this will be a good opportunity for Our Multicultural community - many of which live in the La Trobe community in the electorate of the Assistant Minister for Multiculturalism, so that we can do something together to promote physical activity and keeping sport alive within our country.
- A golden (or multicultural coloured) flying eagle

Creating Cardinia Survey (19)

A survey was created and placed on the Creating Cardinia website. It was also emailed to various multicultural groups and other key stakeholders. A total of 19 surveys were completed. Respondents were primarily from Africa, India and Sri Lanka.

The types of activities survey respondents said that they would like to take part in include social gatherings, performances, sport, cooking, education / training and access to various services. The types of spaces suggested include function space, meeting rooms, offices, kitchen, music studio,

lounge area, IT area, information area, toilets, library, garden, playground and sports facilities (both indoors and outdoors).

Other non-material components of the facility that the community would like to see include a relaxed environment; an open space area which promotes a sense of inclusion; a space where people can learn about each other's cultures; artwork; exhibitions; cost effective hiring fees; and management by the multicultural community.

People were asked to rate in order of priority from a pre-determined list, what they would like to do in a multicultural hub. In order of priority, their answers are:

- Meet with other members of your cultural community
- Find out about events, services or programs, e.g. health services, festivals, etc
- Take part in activities, e.g. playgroup for young children, mah-jong, exercise classes, homework groups, etc
- Share your skills with others, e.g. cooking, traditional crafts, etc
- Learn skills to help with everyday life, e.g. finding housing, enrolling children in school, how to fill out government forms, etc
- Learn skills to help you get a job, e.g. preparing a resume, practice job interviews
- Learn English
- Have information from my language translated into English, or English translated into my language.

Survey respondents were also asked to identify if there is anything else that they think the hub should offer. Suggestions included the following:

Spaces	Details
Sport and recreation	<ul style="list-style-type: none"> • Weekend programs, e.g. sport and recreation activity • Indoor multipurpose court for basketball court (3) • Sports ground / soccer (2)
Cooking	<ul style="list-style-type: none"> • Community kitchen (2) • Dining space • Multicultural cooking classes
Gardening	<ul style="list-style-type: none"> • Community garden
Playground	<ul style="list-style-type: none"> • Children's playground
Social gathering and events	<ul style="list-style-type: none"> • Community gathering space • Men's groups • Women's groups • Cultural programs • Youth space • Disco for young people • Small parties • Festivals • Space for senior citizens to play indoor games • Functions to celebrate different cultures • Fundraising events • Places to connect and stay connected with one another • Safe place for people to meet

Spaces	Details
Health and wellbeing	<ul style="list-style-type: none"> • Mental health program • Counselling • Mediation program • Trauma counselling • Program they help build strength, confidence and improve your skills
Radio / music	<ul style="list-style-type: none"> • Community radio • Music
Education / training	<ul style="list-style-type: none"> • English language classes • LOTE classes
Other	<ul style="list-style-type: none"> • 'Hub in Hub' drop in boxes for different categories e.g.: youth, women, the girl child. Displays (photos & bio) of inspiring achievers (as models) in our Cardinia Shire Council, from across ages, gender and cultural backgrounds.

The spaces people believe are required at the hub include:

Space	Details
Music studio	<ul style="list-style-type: none"> • Radio station • Music room • Music room
Meeting rooms / classrooms / program rooms	<ul style="list-style-type: none"> • Meeting rooms (4) • Large and medium sized • Art • Craft • Dance
Lounge area	<ul style="list-style-type: none"> • Lounge area
Community kitchen	<ul style="list-style-type: none"> • Training • Community kitchen • Commercial kitchen
Computers / IT	<ul style="list-style-type: none"> • Internet access • Excellent IT facilities
Information area	<ul style="list-style-type: none"> • Information centre • Information to learn about other cultures
Function space	<ul style="list-style-type: none"> • Function space / large hall (4) • Community gathering • Space for 800 people • Performance space (2) • Stage (2) • Dining room • Audio visual equipment • Adjoining kitchen • Adjoining classroom
Playground	<ul style="list-style-type: none"> • Children's playground
Offices	<ul style="list-style-type: none"> • Administration (2) • Mediation • Counselling (3) • Space for visiting services

Space	Details
Toilets	<ul style="list-style-type: none"> All abilities Baby change room Toilets
Garden / outdoor space	<ul style="list-style-type: none"> Community garden Close to green spaces and the library
Library	<ul style="list-style-type: none"> Multicultural library
Layout	<ul style="list-style-type: none"> Open space type area, with minimum amount of walls separating the rooms, this way, there is a sense of inclusion and togetherness created as opposed to the seclusion of closed room.
Vibe	<ul style="list-style-type: none"> Relaxed environment
Sport	<ul style="list-style-type: none"> Should have a gym

The things that would make the hub nice for people to visit include:

Factor	Details
Inclusion	<ul style="list-style-type: none"> Mixture of community groups, genders and ages using the hub (2) Building painted with bright attractive colours to represent the multiculturalism of our community with different kind of language using "welcome." For example, "welcome" in my country language will be "Selamat Datang." Celebrate diversity
Food	<ul style="list-style-type: none"> Ability to provide food for families and the community
Staff	<ul style="list-style-type: none"> Staff should be friendly, culturally conscious and welcoming. treating everyone with respect.
Vibe	<ul style="list-style-type: none"> Welcoming and secure Warm, open inviting space
Activities / programs	<ul style="list-style-type: none"> Ongoing activities Regular activities run by the local communities Different multicultural activities that will help to gain more knowledge about other cultures.
Relevant services	<ul style="list-style-type: none"> Interpretive services
Management	<ul style="list-style-type: none"> Managed by the multicultural community
Cost	<ul style="list-style-type: none"> Cheap to hire
Landscaping	<ul style="list-style-type: none"> Recreational waterfall
Garden	<ul style="list-style-type: none"> Communal vegetable garden
Accessibility	<ul style="list-style-type: none"> Close to M1 Freeway exit or Princes Highway
Art	<ul style="list-style-type: none"> Good artwork
Events	<ul style="list-style-type: none"> Exhibitions to attract locals
Library	<ul style="list-style-type: none"> Library with books donated by local people
Design	<ul style="list-style-type: none"> Indoor outdoor combined
Learning and growth	<ul style="list-style-type: none"> A practical and enjoyable place, where we can learn about each other and about skills that we will need. Welcoming space, for all people to come and learn about multiculturalism

Factor	Details
Retention of culture	<ul style="list-style-type: none"> A place for multicultural people in our community to seek assistance and congregate with other families who also speak their first language who they can relate to.

Survey respondents were asked if they have ever been to another multicultural hub, and if so, what they liked about it. Answers included:

Location	Likes	Dislikes
Multicultural centre in Dandenong	<ul style="list-style-type: none"> Has workers, spaces and agencies visiting Is warm and welcoming 	
Dandenong	<ul style="list-style-type: none"> Reflects the name and different cultures interacting Has become a safe haven for newly arrived 	
WAYSS - Dandenong	<ul style="list-style-type: none"> They hold a family time where people will come and connect by eating together every Wednesday Play games and activities with the youth. 	
Selendra community hub		<ul style="list-style-type: none"> The largest space isn't large enough
Bunjil Place	<ul style="list-style-type: none"> The splendour of the outlook - symbolic shape/creature-like design and colours. 	<ul style="list-style-type: none"> The arena outside does not have a sliding/'rollable' cover for hostile weather.
Living Learning Pakenham	<ul style="list-style-type: none"> Well presented It has a community garden and look over the PB Ronald park which is a pleasant and relaxing outlook 	

<https://www.casey.vic.gov.au/facilities-hire/selendra-community-hub>

Other suggestions or ideas about a multicultural hub by survey respondents include:

Suggestion	Details
Outdoor spaces	<ul style="list-style-type: none"> Spaces for outdoor activities Gardening Men's shed
Gender specific spaces	<ul style="list-style-type: none"> Men's spaces and spaces specifically for women for cultural purposes
Staff	<ul style="list-style-type: none"> Any staff that works in there can come from overseas background also (migrant).

Suggestion	Details
Inclusion	<ul style="list-style-type: none"> Name the rooms, grounds or function centre rooms in accordance with different Multicultural communities so that they feel connected
Feedback	<ul style="list-style-type: none"> Provide a feedback and suggestion box.

In relation to usage of the multicultural hub, 17 respondents (89%) said that they would use a multicultural hub and 2 respondents (11%) said that they were unsure. Of those two people who were unsure, their reasons included:

- It depends on the facilities provided within the club once it has actually been initiated.
- We don't have a need for this facility. Where we live (Ranges Ward) there isn't as much of a multicultural community, so we don't see a need for our family specifically.

Multicultural groups that survey respondents belong to include:

- South Sudanese community – women's group, Nuer community, youth, Acholi, United African Farm (5)
- Indian community (5)
- Sikh community (2)
- Sri Lankan (1)
- Malawian (1)
- Jokanyan (1)

Key stakeholder / community leader survey (29)

Key stakeholders and community leaders (who themselves may represent many people in the community) were invited to complete a survey. 29 people completed this survey. Survey respondents are keen to see the hub provide opportunities for the community to develop employment and life skills. They identified a suite of programs and services (e.g. mental health services, breakfast club for children on school days and an early parenting group) along with spaces in which to deliver these activities, i.e. function space, meeting rooms / classrooms / program rooms, kitchen, office / counselling / interview rooms, community garden, music studio, prayer room, breastfeeding space, lounge / foyer, art studio, play spaces and outdoor space. They provided valuable feedback on their experiences at other multicultural hubs and made some very pertinent remarks about location, affordability, name of the hub, income generation and staffing.

Survey respondents were asked to rate how important various aspects of a multicultural hub are. In priority order, their answers are:

- Job preparation skills
- Life skills
- Information about events, services or programs

- Opportunity for people from multicultural backgrounds to meet other people living in Cardinia Shire
- English classes
- Skill sharing activities
- Recreational / social activities
- Translation services
- Homework groups
- Appropriate places for multicultural community groups to meet

Respondents were also asked to identify what else they think the multicultural hub should offer the community. Their answers include:

Idea / suggestion	Details
Events	<ul style="list-style-type: none"> • International Day • Food fair • Food trucks and do a food and wine and cheese fair
Connections	<ul style="list-style-type: none"> • Provide opportunities for young people and older adults to connect to one another
Kitchen	<ul style="list-style-type: none"> • A commercial kitchen - which can serve multiple purposes - catering for events, place where catering small business/training might occur ().
Function space / hall	<ul style="list-style-type: none"> • Large Hall Hire space with Kitchen facilities
Training and employment	<ul style="list-style-type: none"> • The opportunity to access or gain employment especially after completing English classes • Opportunities for Groups to access information on starting social enterprises. • The life skills/ job preparation may incorporate creating a sub-hub of potential employers, training institutions and potential employees • Cross-cultural education • Opportunities for groups to be able to develop small businesses.
Services	<ul style="list-style-type: none"> • Mental health services e.g. counselling/chaplaincy/pastoral care services. • Family violence supports/links • On-site Centrelink social worker • Community optometrist • Support for accessing adult education opportunities (higher/further education) • Support and information on accessing early education for children
Community garden	<ul style="list-style-type: none"> • Community garden to grow culturally appropriate foods by the multicultural community (2).
Music studio	<ul style="list-style-type: none"> • Music studio and Podcasting facilities • Teach music such as piano, guitar and violin
Programs	<ul style="list-style-type: none"> • Breakfast club for children on school days • Early parenting group
Office space	<ul style="list-style-type: none"> • Office spaces that community-based organisations may rent at affordable rates

Idea / suggestion	Details
	<ul style="list-style-type: none"> Physical office space for multicultural groups who need working spaces e.g. African community
Facility	<ul style="list-style-type: none"> Living & Learning Pakenham currently offers many services. It may be better to upgrade existing facilities to increase capacity for service delivery to multi-cultural communities rather than invest in an entirely new building/ set of facilities.
Staffing	<ul style="list-style-type: none"> A community worker providing the glue, liaison and relationship which sticks everything together is essential. Need to have a coordinator there to help groups access the space and other resources needed e.g.: data projector, white board, laptop, iPad etc
Cost	<ul style="list-style-type: none"> Hire should be at little or no cost
Website	<ul style="list-style-type: none"> The hub's website should be easily translatable into several languages
Prayer room	<ul style="list-style-type: none"> May need a prayer room
IT	<ul style="list-style-type: none"> Provide internet access
Name	<ul style="list-style-type: none"> Should it just be called a Multicultural Community Hub or just a Community Hub?
Vibe	<ul style="list-style-type: none"> A friendly and welcoming environment that encourages positive participation by all community members

Respondents were asked to identify what types of facilities (rooms and spaces) that the multicultural hub should have. Their answers included:

Spaces	Details
Function room	<ul style="list-style-type: none"> Function room (5) Multipurpose auditorium/ hall with a stage Space for communal gatherings Hall with a podium Function space with moveable dividers Function space able to cater for up to 200 people
Meeting rooms	<ul style="list-style-type: none"> Meeting rooms (11) Meeting rooms able to cater for 30 people Different sized meeting rooms
Kitchen	<ul style="list-style-type: none"> Full commercial kitchen (6) Kitchen (2) Communal kitchen
IT	<ul style="list-style-type: none"> Computer room for training (3) Computer cubbies Multimedia capabilities
Prayer room	<ul style="list-style-type: none"> Prayer room (2)
Classrooms / program rooms	<ul style="list-style-type: none"> Smaller hall (2) Classrooms / training rooms (4) Rooms for hire Small break out rooms
Music and dance studio	<ul style="list-style-type: none"> Music studio Dance studio (2)

Spaces	Details
Breastfeeding space	<ul style="list-style-type: none"> Room for breastfeeding and changing babies (2)
Office	<ul style="list-style-type: none"> Office space Open-plan co-working spaces, with standing desks
Counselling / interview room	<ul style="list-style-type: none"> One on one meeting space Private consulting rooms for counsellors and interviews (6) Soundproof rooms
Lounge / foyer	<ul style="list-style-type: none"> Welcome pods for family / friends to meet Shared common spaces (space for anyone to sit and have a conversation that's in an open area)
Services	<ul style="list-style-type: none"> Maternal and Child Health Childcare
Programs	<ul style="list-style-type: none"> Playgroup
Staff	<ul style="list-style-type: none"> Front of house staff to interact with that provide a connection to the facilities and services available.
Information	<ul style="list-style-type: none"> Information available in relation to community activities
Art studio	<ul style="list-style-type: none"> Art studio (4)
Dining	<ul style="list-style-type: none"> Communal lunchroom An open plan dining room that is open, airy and immediately accessible upon walking in the front door similar to Living & Learning Pakenham as this is where people from all walks of life come together and socialise Indoor dining area
Toilets	<ul style="list-style-type: none"> Culturally appropriate toilets
Design	<ul style="list-style-type: none"> Multipurpose / flexible spaces (3) Child friendly design (2) Large open space Warm, inviting foyer area
Vibe	<ul style="list-style-type: none"> Bright and welcoming Friendly
Play	<ul style="list-style-type: none"> Space for children to play while their mothers attend programs or activities (2)
Rooms for rent	<ul style="list-style-type: none"> Rooms to rent out to other services
Storage	<ul style="list-style-type: none"> Have appropriate storage
Outdoor space	<ul style="list-style-type: none"> Outdoor space with room for children to play and outdoor chairs tables

Respondents were also asked to provide details on any of the spaces that they suggested, e.g. design, layout, size, type, etc. Their answers include:

Suggestion	Details
Outside space	<ul style="list-style-type: none"> A park and BBQ area
Design	<ul style="list-style-type: none"> Open and free flowing design layout (2) 6 star energy efficient and use appropriate water, light and heating efficiency technology Rock/ fern wall Design/Layout: a flying eagle (golden or with Multicultural colours featured)

	<ul style="list-style-type: none"> • It is important that the layout is open plan in the middle of the building which can be looked down upon from upper levels - a centre piece that is the 'hub of the hub'. • Lots of natural light and skylights to make it warm and welcoming (3) • Decorated with comfortable furnishings that aren't too upmarket so as not to feel intimidating to people • Lots of different style of furniture that people can use in different ways • Warm, bright artwork • Welcoming for children. • Use City of Melbourne multicultural hubs as a reference for ideas • Plants to keep the air and ambience fresh. • Large folding doors which open to the outside to create larger spaces. • Eco friendly style building
Garden	<ul style="list-style-type: none"> • Rooftop garden to promote innovation, sustainability and food sovereignty.
Accessibility	<ul style="list-style-type: none"> • The design of the building should be in line with Access Australia's criteria for Universal Access including ramps to all major entry points, including disability toilets (accessible outside of working hours)
IT	<ul style="list-style-type: none"> • Host of modern technologies in each room • 5G Wi-Fi compliance • Activities rooms and conference space may include translator facilities, and virtual conference capability
Function space	<ul style="list-style-type: none"> • Main hall to be inviting with all modern technology and sound/speaker and microphones included. • Mood lighting technology • Wide, large room • Stage for performances • Accommodate large groups for activities such as dancing, yoga exercise, community activities • Big room / as large as possible (2) • Multipurpose space with dividers
Classrooms / program rooms	<ul style="list-style-type: none"> • Include photos of famous musician, singers and musical instruments, • Cater for up to 15 students • Mix of room sizes
Lounge	<ul style="list-style-type: none"> • Spaces for people to sit and chat
Play	<ul style="list-style-type: none"> • Somewhere for children to play(a play corner)
Vibe	<ul style="list-style-type: none"> • A space people can feel 'at home' in. • Welcoming • Clean
Storage	<ul style="list-style-type: none"> • Room for groups to store their equipment on site

Respondents were asked if they had ever visited any other multicultural hubs and to identify what they liked or didn't like about these spaces. Their answers include:

Facility	Likes	Dislikes
Outlook Hall	<ul style="list-style-type: none"> Very inviting and easy access to rooms, halls etc. 	
Bunjil Place at Fountain Gate (2)	<ul style="list-style-type: none"> Creature-like shape 	
Living Leaning Pakenham (2)	<ul style="list-style-type: none"> Very warm and welcoming (2) Accessible Friendly and accommodating 	<ul style="list-style-type: none"> Arena or activities open space without automatic 'rollable' cover during hostile weather Needs better heating and cooling Needs more office spaces for other services to use Needs a confidential soundproof counselling suite.
Not specified		<ul style="list-style-type: none"> Not particularly inviting, a maze when trying to find room allocations
Connie Benn Centre in Fitzroy	<ul style="list-style-type: none"> It was very bright and welcoming Had a reception person to support families Had multipurpose rooms which could be opened to make larger rooms Had a community kitchen. 	<ul style="list-style-type: none"> There were lots of barriers in the way of working collaboratively and networking between services located in the building
Fawkner Community centre	<ul style="list-style-type: none"> Multipurpose rooms Outdoor soccer fields 	
Doveton College Community Hub (2)	<ul style="list-style-type: none"> Has an amazing playgroup Many activities for parents all under the one roof. Services brought on site in response to community need. Warm welcoming staff who respond to community need and aspiration 	
Multicultural Hub in the City	<ul style="list-style-type: none"> Vibrant Activities rooms Lots of people from migrant backgrounds in front of house roles. There was a lot of activity happening there. 	<ul style="list-style-type: none"> Not a very welcoming building; its poky and confusing to find reception and room allocations. It does not have IT capability. The activities rooms are rather compact; it is hard for large groups to hold functions there.

Facility	Likes	Dislikes
		<ul style="list-style-type: none"> There was a lot of work needed to generate income, and get activities organised.

The preferred management model, in order of priority, is:

- Cardinia Shire manages the facility and appoints a coordinator / manager (28%)
- Cardinia Shire manages the facility and it is supported by a community advisory group (28%)
- The management of the facility is tendered out to a not-for-profit group to manage (14%)
- A cooperative is established to manage the facility (10%)
- A community committee is established (perhaps through a lease or license), made up of volunteers to operate the facility (7%)
- A private business is given the contract to manage the facility (3%)
- Other – it has to be affordable for community to utilise; Living and Learning Inc., Community / Neighbourhood House group coordinates the hub and it’s funded by Council (3%)

Other ideas or suggestions about the multicultural hub include:

Suggestions	Details
Land	<ul style="list-style-type: none"> • The site should focus on the design principles of the area/ land estates to which it would surround • There is land vacant at the front of the Cardinia Life on the Princess Hwy which would be a perfect site.
Affordability	<ul style="list-style-type: none"> • Needs to be affordable for users • should be built with energy efficient principles to save on overhead costs. • The cost of room hire needs to be considered as many of the services we would be trying to attract do not have large budgets to pay room hire for, and if they are required to pay this cost may be passed on to community members or may deter the service from locating here.
Location	<ul style="list-style-type: none"> • Easy to access location • Cardinia covers a large area – so the location of a hub will be important – public transport, and co-location with other community spaces should be taken into consideration.
Need	<ul style="list-style-type: none"> • It is a much-needed resource in this community to create harmony and support migrants, refugees and all members of the Pakenham community (2). • There may be some work further down the track to ensure that not just one culture 'dominates' the hub and that people of all cultures feel that they belong and can receive assistance here. • If it has been hard for migrant communities to access spaces and services across Cardinia, are there barriers that need to be addressed in other facilities? For example, it sounds like there is a need for large gathering places – this may be a costly element for the hub – so what other places in the shire can be used for that? Knowing that resources are normally tight, and post-COVID

Suggestions	Details
	they will be more so – what are other places that can be more open to migrant communities as well as the hub?
Staffing	<ul style="list-style-type: none"> • Council to appoint a person (s) to manager the volunteers groups
Kitchen	<ul style="list-style-type: none"> • Cooking facilities • Share meals
Function	<ul style="list-style-type: none"> • It should have capability to facilitate community-based research • Must be client family centred, responsive, not prescriptive and be a fluid model which can respond to need and aspirations of Cardinia's Multicultural community.
Education and training	<ul style="list-style-type: none"> • Provision for student apprenticeships/ placement
Function space	<ul style="list-style-type: none"> • A theatre/hall for cultural performances should be considered
Business / income	<ul style="list-style-type: none"> • Consider stalls for cultural merchandise/ artefacts or young business persons' pop-up markets. • Paid room rental/shopping centre model as per Cardinia Shires other Integrated facilities will not work for a Community Hub.
Name	<ul style="list-style-type: none"> • It could be an issue referring to it as a multicultural hub. This may be perceived by the broader community as being divisive. Our community is inherently multicultural. Many migrants now see themselves as Australian - do they want to be referred to as 'Multicultural'? The beauty of Living & Learning Pakenham is that it caters to everyone's needs as an inclusive space. Do we want to segment our community by their cultural background?
Feedback	<ul style="list-style-type: none"> • It is great to collect community and stakeholder feedback in terms of building design etc however as much or more consultation needs to go in to 'how' the centre might run and what the community thinks will work.
Vibe	<ul style="list-style-type: none"> • Has to be engaging and welcoming.
Energy efficiency	<ul style="list-style-type: none"> • The building should also incorporate energy efficient strategies, (solar panels, rainwater tanks, recycling etc). This will also lower ongoing overhead costs, therefore making it more accessible to community groups

CALD Network Workshop (9)

Nine CALD community leaders / service providers, four Cardinia Shire staff and four members of the project team attended a Cardinia Shire CALD Network meeting to workshop some questions around the proposed multicultural hub. These workshop participants identified various spaces that are required, e.g. a function space, kitchen, sports facilities, children's spaces, music centre and offices along with various design, program and management suggestions.

The following three questions were posed to workshop participants, but answered in a fluid manner:

1. What type of services, programs or opportunities that are not currently available or suitable, would you like to see offered in Cardinia Shire for the Multicultural Community?
2. What type of facilities (rooms and spaces) should the Hub have in it? Describe these spaces, example size layout.
3. Have you ever been to another Multicultural Hub? If so, where was it and what did you like about it and what didn't you like about it?

Thoughts, ideas and suggestions	Details
Multi-purpose space	<ul style="list-style-type: none"> • Spaces for dance, yoga, cultural gatherings and faith gatherings • Potentially accommodate 500 to 1,000 attendees – maybe using some indoor and some outdoor space • Need space for community gatherings • Incorporate moveable, stackable seating • Dividable flexible spaces would be good; however any operable walls will need to achieve acoustic separation.
Location	<ul style="list-style-type: none"> • Locate next to parkland • Explore PB Reserve as an option
Cost	<ul style="list-style-type: none"> • There are other facilities in the municipality suitable for events, but they are not affordable for many community groups • Fees need to be standardised • May be possible to consider an arrangement whereby members of community groups volunteer their time for centre activities in exchange for a reduction in hiring fees
Children	<ul style="list-style-type: none"> • Spaces for mums and children to feel confident to drop in on. Spaces to meet, spaces for Children to play. Programs delivered for Mum and Child engagement.
Information	<ul style="list-style-type: none"> • There needs to be a space for information sharing, connecting and engaging, with real live people
Sport	<ul style="list-style-type: none"> • Indoor Sports Hall for basketball • Space outdoors for soccer
Co-location opportunities	<ul style="list-style-type: none"> • My Place Youth Centre planning is currently being undertaken in the Cardinia Shire Council. This could possibly be co-located with the proposed Multicultural Hub. • Living and Learning Centre may provide a good base
Kitchen	<ul style="list-style-type: none"> • Need a commercial kitchen • Sikh community can utilise the kitchen to prepare meals to take to needy people
Programs	<ul style="list-style-type: none"> • Breakfast Club for Children • Men's Shed • Mentoring • Legal advice • Homework support groups • Literacy • Sewing

Thoughts, ideas and suggestions	Details
Intergenerational activities	<ul style="list-style-type: none"> • Need to provide intergenerational activities such as gardening
Viability	<ul style="list-style-type: none"> • Ensure that the multicultural hub does not negatively impact on other facilities
Music	<ul style="list-style-type: none"> • Develop a music Centre or Radio Station
Other multicultural hubs	<ul style="list-style-type: none"> • AMES Multicultural Hub in the City is excellent and has very good access, however, the cost of hiring spaces was a problem for Community Groups and also for Not-for-Profits and there are no outdoor spaces.
Management and Service Model	<ul style="list-style-type: none"> • Council does not generally operate community facilities – it generally hands management over to other organisations • The Centre could perhaps be run by an Employment Service Provider • Don't allow one group to dominate bookings
Services / tenants	<ul style="list-style-type: none"> • A Multi-Faith Radio Station • Employment Service Providers within the Multicultural Hub, specifically for the Multicultural Community. • Possibly the provision of a Consulting Room for a Nurse a couple of days a week, where could just be a drop-in service, especially as MCH numbers have big wait times on them. • Young Mum's support • Women's Friendship Café • Maternal and Child Health
Equipment	<ul style="list-style-type: none"> • Chairs need to be light and stackable and tables easy to use.
IT equipment	<ul style="list-style-type: none"> • Need to have AV equipment and sound systems • Provide some computers
Staffing	<ul style="list-style-type: none"> • There needs to be funding for Facilitators and Workers to work in the evenings and on weekends, as that is when the Community Members were more likely to be available.
Function	<ul style="list-style-type: none"> • Needs to be a comfortable place for families to drop by for help, just for little day-to-day things. • It needs to be a comfortable place where people are confident and it feels approachable. • Be gender neutral so that all are welcome
Promotion of activities	<ul style="list-style-type: none"> • A big screen electronic noticeboard outside the building would be good
Vibe	<ul style="list-style-type: none"> • Needs to be welcoming • Comfortable
Design	<ul style="list-style-type: none"> • Good indoor/outdoor connectivity • General surfaces need to be durable • Open space to encourage networking
Reception	<ul style="list-style-type: none"> • Have a Foyer as an open space with tea and coffee, tables that people can sit at and around

Thoughts, ideas and suggestions	Details
Outdoor infrastructure	<ul style="list-style-type: none"> Install benches outside in the forecourt area so that people feel happy and confident to hang out in the area.
Office / consulting room	<ul style="list-style-type: none"> Provide offices or consulting rooms for visiting services

South Sudanese Community Workshop (10)

An online workshop was held with 10 members of the South Sudanese community living in Cardinia and community leaders, along with two staff from Cardinia Shire and two members of the project team. These workshop participants noted the need for a function space, kitchen, meeting rooms, interview rooms, office space, a dedicated computer lab, a games room, a music studio, a community garden and indoor and outdoor sporting opportunities. They also noted various design issues and were particularly keen to ensure that people from the multicultural community are involved in the management of the facility.

Idea / suggestion	Details
Kitchen	<ul style="list-style-type: none"> Commercial kitchen - immediately adjacent to the main large meeting space, to enable direct service between the Kitchen and the gathering space (2) Food preparation space there should be sufficient crockery for very large numbers.
Function space	<ul style="list-style-type: none"> Space for functions and events (3) Space to accommodate 200-300 participants Dancing (3) Cultural activities Wooden floor and mirrors for dancing (2)
Meeting rooms / classrooms	<ul style="list-style-type: none"> Art Meeting space (3) Classrooms Space for 20-30 people
Young people	<ul style="list-style-type: none"> Spaces for young people (35 approx. 15-20 young people)
Sport	<ul style="list-style-type: none"> Provision for sports activities, e.g. indoor basketball (full sized court), soccer, volleyball and netball (5) Provide for outdoor sports, e.g. soccer ground and netball (3)
Office space	<ul style="list-style-type: none"> Provide hot desks Provide an office for community leaders to operate from Interview rooms for one on one meetings with service providers (3)
Programs	<ul style="list-style-type: none"> Learn to speak English (2)

Idea / suggestion	Details
	<ul style="list-style-type: none"> • Teach community languages to the broader community • Programs to enable employment (like the service offered by Street / Moving Feet) • Young mother's group • Yoga
Young mothers	<ul style="list-style-type: none"> • Space for young mothers that is appropriate from a multicultural perspective
Toilets	<ul style="list-style-type: none"> • Toilets – sufficient number for number of facility users (2)
IT	<ul style="list-style-type: none"> • Dedicated computer lab – to be used for training and to improve employment skills (3)
Design	<ul style="list-style-type: none"> • Open plan • Culturally appropriate artwork and posters on the walls (2) • Cultural flags • Have a large, open, welcoming space that people could walk into, with lounge area and kitchenette, rather than going through an entry and being faced directly with the reception counter (2) • Welcoming message at the front of the building • Need bigger spaces than those currently offered at the Living and Learning Centre (2) • Multipurpose design • Build with sustainability in mind to help reduce operational costs – solar power, water tanks, good quality heating, insulation, sustainable building practices
Management	<ul style="list-style-type: none"> • Involve people from multicultural communities in the management of the facility / would like it to be run by a community group, a not for profit group or Council with community leadership involved (3)
Cost	<ul style="list-style-type: none"> • Management needs to determine the cost of hiring out rooms / spaces (2) • Some facilities are too expensive and currently people have to travel some distance to find affordable spaces • Community could donate their time to reduce their rental fees
Location	<ul style="list-style-type: none"> • Located within the community • Accessible to transport / public transport (2)
Play	<ul style="list-style-type: none"> • Provide a playground
Vibe	<ul style="list-style-type: none"> • The building needs to feel comfortable • Needs to be welcoming • People need to have a sense of ownership of the facility
Games room	<ul style="list-style-type: none"> • Provide a games room for chess, dominos and puzzles (2)

Idea / suggestion	Details
Recording studio	<ul style="list-style-type: none"> • Studio space where people can record music and play cultural music (2)
Community radio station	<ul style="list-style-type: none"> • Establish a community radio station where pod casts can be made
Gardens	<ul style="list-style-type: none"> • A Community Garden where people could produce culturally specific foods and perhaps the inclusion of a Greenhouse and this could lead to the development of a seed bank of culturally specific plants (2).

Students (10)

Consultation was undertaken with 10 young people in the community to gain feedback on the multicultural hub proposal. Students noted the need for a large space indoors as well as outdoor spaces. They felt strongly that the facility should be as welcoming and colourful as possible. Food and spaces for children were important too.

Student participants included:

- eight grade six students from John Henry Primary School (cultural background not known)
- two students from the Community Centre (one Sri Lankan and one Filipino).

From a pre-determined list of functions, young people were asked to prioritise what they would most like to do in a multicultural hub. In priority order, their answers are:

- Learn skills to help you get a job, e.g. preparing a resume and practice job interviews:
- Learn skills to help with everyday life, e.g. finding housing, enrolling children in school and how to fill out government forms
- Find out about events, services or programs, e.g. health services, festivals, etc
- Learn English
- Meet with other members of your cultural community
- Meet with other people who live locally
- Take part in activities, e.g. playgroup for young children, mah-jong, exercise classes, and homework groups
- Have information from my language translated into English, or English translated into my language:
- Share your skills with others, e.g. cooking and traditional crafts.

Other ideas they have include:

- Help kids find friends
- Learn about other cultures, traditions and sports
- Playroom for younger kids

- Cooking room
- Art room

Students from John Henry Primary School suggested that the following facilities (rooms and spaces) are required at the hub:

Space	Details
Function room	<ul style="list-style-type: none"> • Community room/hall for dancing
Meeting room / classroom	<ul style="list-style-type: none"> • Teaching room e.g. learn English, set up like a classroom
Prayer room	<ul style="list-style-type: none"> • Church room/prayer room
Children's spaces	<ul style="list-style-type: none"> • Kinder room • Kids room- child friendly space where children can be social • Before and after school hub/service • Homework area
Kitchen / dining	<ul style="list-style-type: none"> • Eating place
Games room	<ul style="list-style-type: none"> • Games room
Library	<ul style="list-style-type: none"> • Library- books in different languages and about other cultures
Social enterprise	<ul style="list-style-type: none"> • Social enterprise café to provide meals and sell food

Young people were asked would make the hub a nice place for them and their family to visit and take part in activities. Their answers include:

Feature	Details
Outdoor space	<ul style="list-style-type: none"> • Outside area • Open spaces/park/ nice benches to sit on
Sports facilities	<ul style="list-style-type: none"> • Pool
Play	<ul style="list-style-type: none"> • Playground • Sandpit with toys
Kitchen / dining	<ul style="list-style-type: none"> • Eating area
Toilets	<ul style="list-style-type: none"> • Toilets cater for different cultures e.g. squatting
Reception	<ul style="list-style-type: none"> • Welcome reception • Comfortable chairs • Pretty cushions in the waiting areas
Design	<ul style="list-style-type: none"> • Colours: calm e.g. green, grey, white, light blue • Colourful posters/decorations (3) • Wall of flags on display • Paintings or murals on the walls • Motivational quotes
Location	<ul style="list-style-type: none"> • Located in a nice spot
Carpark	<ul style="list-style-type: none"> • Carpark
Sport	<ul style="list-style-type: none"> • An area to play sports

Other multicultural hubs that young people have been to include:

- Orbost- was more like a community centre. Liked that everyone got to catch up, make friends and celebrate cultures

- Sikh temple in Officer- Liked that they got to try new food, but were surprised by the rules e.g. no clapping, shoes off, head scarf, fascinating music.

Two young people said that they would visit a multicultural hub and eight were not sure.

Other ideas for the multicultural hub include:

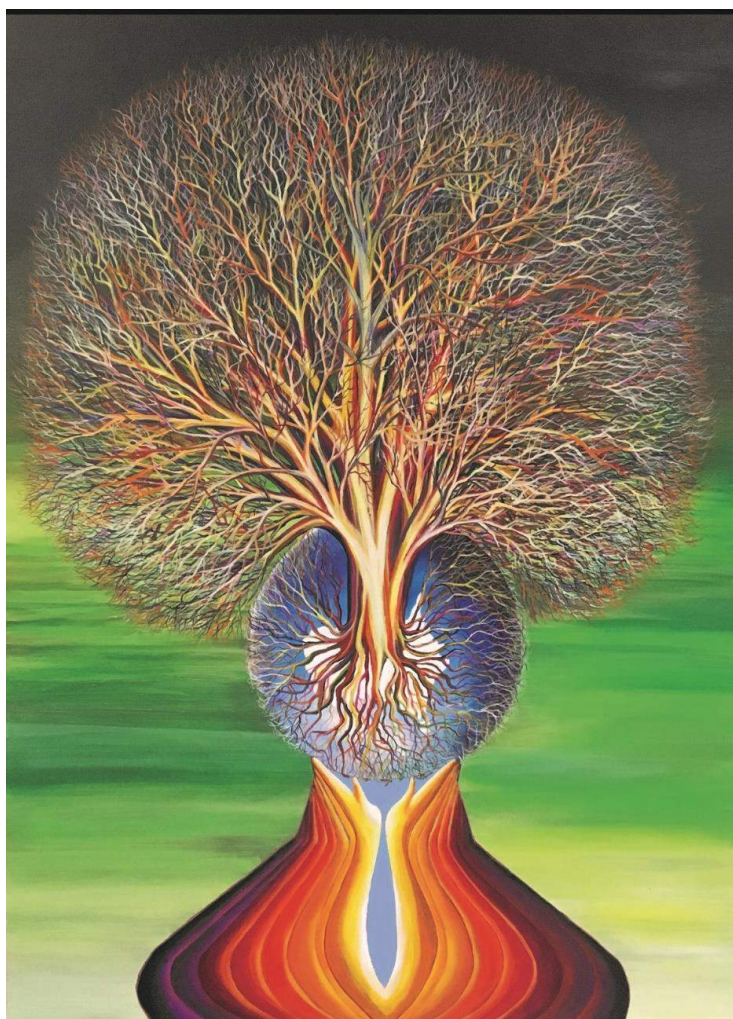
- Everyone gets a voice in the hub
- Student leaders run classes for younger children.

Youth Council (7)

Council staff had a discussion with seven Youth Councillors about the proposed multicultural hub. Youth Councillor ideas primarily centred on sport and fitness activities, events and programs, but some members of the group also provided commentary on some design and function aspects (welcoming open spaces with lots of light and bright colours).

Idea	Details
Design	<ul style="list-style-type: none"> • Open spaces and bright colours • A place with lots of natural light, plants and overall just a calming fun environment • A modern, welcoming mood with large rooms, open spaces. • Open spaces and bright and friendly aesthetics
Function	<ul style="list-style-type: none"> • Being able to meet and greet people from different backgrounds.
Sport and fitness	<ul style="list-style-type: none"> • To cater specifically to youth and their families, a sporting or fitness aspect would be inviting. • Different sporting activities that will attract young people.
Programs	<ul style="list-style-type: none"> • A place where you can not only be around, but interact with other people through organised activities, that could be educational or just fun. • Book clubs • Activities that help you to learn new skills • Cooking from different cultures
Events	<ul style="list-style-type: none"> • Events would be a great start to encourage people to attend the community centre. • Seeing different cultures events and festivals where everyone from the community can take part in • Cultural events • Events to be able to meet others, with large amounts of people. (i.e. fairs, movie nights, etc. every now and then)

Cardinia Shire Council
Multicultural Hub Feasibility Study
Second Round of Community Engagement Report
18 June 2020



Background

The new and emerging groups in the multicultural community of Cardinia were engaged in order to identify the types of activities that they would like to take part in in a new multicultural hub and the types of spaces that are required in this new building to facilitate the various activities suggested.

The first round of consultation was undertaken in April 2020. A full report with outcomes from the 116 people engaged in this round of consultation was presented in mid-May 2010. The first round of consultation provided the project team with some ideas about potential inclusions in the multicultural hub.

From late May to early June 2020, a second round of consultation was undertaken. The purpose of the second round of consultation was to test a draft floor plan or bubble diagram with the multicultural community to determine whether or not the spaces and layout could accommodate the various activities and services that the community would like to access in the hub.





Both round one and round two of community engagement were undertaken during COVID-19 Level 3 restrictions. Ramadan also occurred during round one consultation. All of the events, face to face meetings and cultural gatherings planned had to be cancelled. Other forms of online and telephone consultations were undertaken to replace the planned engagement activities.





Members of the multicultural community who took part in these online and telephone based activities embraced the opportunity to have their say and provided some invaluable feedback on the types of spaces required and the types of services and activities that they and their community would use.




A third round of consultation is planned for July. This round of consultation will be targeted at the broader community and will be seeking feedback on a more detailed design.


Our tools

To seek feedback from the multicultural community about the bubble diagram, we utilised a variety of different community engagement tools. A total of **94** people provided some feedback, along with a written submission that represented an unknown number of community members. This equates to 2% of the new and emerging communities from Africa, the Middle East and Asia. A summary of the **12** separate engagement activities follows, with full details available in the Appendix.

	<p>WhatsApp</p> <p>Two Whatsapp applications (MCL Hub Cardinia WhatsApp and Jason Wood Multicultural Group – each with a membership of over 200 multicultural people) were utilised to promote the project and drive traffic to the Creating Cardinia page. It also enabled members of the group to post their ideas. 8 people provided comments and engaged in discussion, with several people making multiple comments (a total of 19 separate comments were received).</p> <p>Comments primarily focussed on support for the facility, desire for the multipurpose hall to accommodate up to 1,200 people and questions about the type of sport the facility could cater for both inside and outside.</p>
	<p>Written submissions</p> <p>2 written submissions were received from members of the multicultural community via email. Comments primarily related to the location of the community kitchen and the breastfeeding area, the display of cultural artefacts, access to the music studio, café, water, signage and roof top space.</p>
	<p>Living & Learning Pakenham written submission</p> <p>1 written submission was received from Living & Learning Pakenham on behalf of the board, staff, students and volunteers. Participants noted that the development of a community is more than the bricks and mortar or physical infrastructure of a community centre.</p> <p>Comments included: challenges of running a café, the need to have a dedicated playgroup space, the need to provide informal networking spaces, the need to ensure that spaces are flexible, consideration of providing income generation spaces, facilities for staff, co-location of staff, prayer room, stage control box and various other spaces to enable training, interviews and counselling to occur.</p>
	<p>Creating Cardinia's 'sticky notes'</p> <p>The Creating Cardinia's 'sticky notes' function attracted 9 comments. These comments focussed on creating a place where people could informally connect with one another, be included, access services and information, participate in play and sport opportunities indoors and outdoors and have furniture that is easy to move around.</p>

	<p>Creating Cardinia community survey</p> <p>A survey was created and placed on the Creating Cardinia website. It was also emailed to 72 community leaders from multicultural groups and members of the multicultural community. A total of 3 surveys were completed. Respondents live in Cardinia, Officer and Pakenham. All are aged between 45-49 years of age. Multicultural groups represented include: Buddhist Sinhala; Japan; and Afghan Muslim. Key points raised are the need for a multipurpose hall and café / lounge area.</p>
	<p>Cardinia Shire Staff survey</p> <p>Cardinia Shire staff were invited to complete a survey. 11 people completed this survey. Survey respondents provided a range of thoughts around specific design features; access and inclusion; service types and programs; youth spaces; family facilities; technology; meeting and interview spaces; outdoor spaces; art/culture; performance space; kitchen / catering facilities; administration; parking; location; waste; reception / lounge area; prayer room; staffing and governance; and information and signage.</p>
	<p>Cardinia Shire CALD Advisory Group</p> <p>Consultation was undertaken with 7 people: 5 from the multicultural community and 2 Cardinia Shire Councillors online via skype on 20 May. 3 Cardinia Shire Council staff and 2 members of the project team also attended.</p> <p>Feedback on the bubble diagram focussed on an areas to display cultural artefacts, space for prayers, library space, space for electronic and board games, more storage space, community garden, outdoor green spaces, COVID-19 social distancing requirements, playground inclusions, outdoor sports facilities, car parking, funding and a suitable location close to public transport (e.g. PB Ronald Reserve).</p>
	<p>Cardinia Shire CALD Network Group</p> <p>20 CALD community leaders / service providers, two Cardinia Shire staff and three members of the project team attended an online skype call on 11 June to discuss the bubble diagram (draft floor plan) for the multicultural hub. Feedback was generally very positive.</p> <p>Participants' comments / feedback centred around: safety of staff using interview rooms, concern that services or spaces are not duplicated with other local services and facilities, some potential rearrangement of spaces (e.g. community kitchen, breastfeeding area and some interview rooms); clarification regarding certain spaces (e.g. co-working space and multipurpose hall uses); desire for location to be confirmed; potential merge of music and pod cast recording studios; and need for a changing places facility. Participants asked that consideration be given to post COVID-19 facility design around social distancing requirements and made a few suggestions around rationalisation of spaces if necessary (e.g. music studio and number of interview rooms).</p>

	<p><i>It was also suggested that a guiding principal should be to stick to the principle purpose of the building as being a Multicultural Community Centre and that the ground floor spaces are critical and should be maintained as a priority.</i></p>
	<p>Cardinia Shire Staff Meeting</p> <p>8 Cardinia Shire Council staff members were asked to respond to the bubble diagram to identify whether or not it would meet their needs and the needs of the communities that they work with via a zoom meeting on 28 May. Two additional Council staff members and four members of the project team also took part in the consultation.</p> <p><i>Key issues discussed include: playground and storage space as well as comments around the prayer room, community kitchen, location of breastfeeding room and the potential relocation of some spaces to the ground floor or to a different location on the ground floor (e.g. Maternal and Child Health, interview rooms, music studio, stage). Other issues include the need to identify the land on which the hub could be built, the desire not to duplicate services, family change area, library services, outreach services, information provision, natural light and the need to work in partnership with other organisations. One of the questions that still needs to be determined by Cardinia Shire Council is whether or not the facility will become a licensed childcare facility.</i></p>
	<p>Bridgewood Language Group & Women's Group</p> <p>6 people from the Bridgewood English Language Class and Women's Group were consulted with on 28 May via skype. This session was attended by two staff members of Bridgewood, two Cardinia Shire Council staff and one member of the project team.</p> <p><i>Key discussion points included: the need to provide multipurpose meeting rooms that are well equipped, the need to develop priority of access policies and suitable pricing structures and to provide a facility that is child-friendly and accessible for all abilities. Specific comments were received relating to the music studio, prayer room, community kitchen, storage, information provision, signage, technology, first aid, furniture, location, parking, water and services. One suggestion was to enable the community to choose a name for the facility, potentially through a competition.</i></p>
	<p>English Language Group (John)</p> <p>10 members of the CALD community representing: Afghanistan, Cambodia, China (2), India (2), Iran (2), South Sudan, Sri Lanka and Vietnam who were participating in an English language class were consulted with via zoom on 26 May 2020. One Council staff member and one member of the project team also attended.</p> <p><i>Feedback on the bubble diagram centred around location, activities, services, opening hours and the types of spaces to be included. The spaces</i></p>

	<p><i>that generated most interest include: multipurpose space, music recording studio, café area, garden, playground, computer lab.</i></p>
	<p><i>Playgroup (Sashi)</i></p> <p><i>An online workshop was held with 10 members of a supported playgroup run by Sashi, along with one staff member from Cardinia Shire and one member of the project team. The women who attended this session were supportive of the new hub and discussed change space requirements, playground inclusions, playgroup requirements, library services, storage, audio, access to swimming pools and the need to provide a warm and welcome vibe.</i></p>

Suggested changes to the bubble diagram

Members of the multicultural community that we engaged with, have suggested the following potential changes to the bubble diagram (first draft floor plan):

Space	Suggestions
Reception / administration	<ul style="list-style-type: none"> • Co-locate reception with administration and staff facilities • Hot desks in the office space
Multipurpose hall	<ul style="list-style-type: none"> • Expand size so that it can cater for 1200 people • Can retractable cricket nets be installed?
Community rooms	<ul style="list-style-type: none"> • Provide storage facilities (cupboards in these rooms) • Consider whether or not these spaces will become dedicated childcare facilities, or just used for playgroup on a regular basis – NEED A DECISION
Meeting rooms / program rooms / classrooms	<ul style="list-style-type: none"> • Consider placing meeting rooms on the ground floor • Meeting rooms to be fitted out with audio visual equipment, screens, TV monitors, lots of power points, etc. • Ensure that the meeting rooms have a sense of privacy (not too much see through glass) so women from Islamic faith can feel comfortable meeting • Install room dividers
Community kitchen	<ul style="list-style-type: none"> • Potentially move the community kitchen closer to the community rooms
Toilets / change facilities	<ul style="list-style-type: none"> • Consider installing a parent's room with a child sized toilet • Consider installing a Changing Places change room – NEED A DECISION • Ensure there is a unisex toilet in the hub on each level • Ensure that there is sufficient space for people who are performing to get changed and hang their costumes in the toilet / change facility
Breastfeeding room	<ul style="list-style-type: none"> • Move breastfeeding room to ground floor near community room, toilets and Maternal and Child Health room
Interview rooms	<ul style="list-style-type: none"> • Provide at least one interview room on the ground floor for services such as Maternal and Child Health • Ensure windows or sky lights in all interview rooms • Consider CPTED principles with interview rooms to maximise safety of users, e.g. external door access, location on ground floor, installation of a panic button
Music studio	<ul style="list-style-type: none"> • Consider installation of a goods lift or consider relocation to ground floor • Potentially locate closer to the multipurpose hall • Consider merging the music recording studio with the podcast studio
Stage control box	<ul style="list-style-type: none"> • Include a stage control box
Café	<ul style="list-style-type: none"> • Some people want this to be a café / bistro, but others would prefer that it is a more informal tea / coffee station – NEED A DECISION
Water	<ul style="list-style-type: none"> • Provide a water refill station in hallway outside multipurpose hall
Playground	<ul style="list-style-type: none"> • Include equipment for young children, a sand pit partially covered with shade and trees

Space	Suggestions
Sport	<ul style="list-style-type: none"> • Provide options like outdoor soccer and half basketball courts outside if space and budget allow
Outdoor space	<ul style="list-style-type: none"> • Consider including a BBQ outdoors • Incorporate a courtyard or front yard for events if possible
Library	<ul style="list-style-type: none"> • Provide space for display and storage of books in different community languages
Information	<ul style="list-style-type: none"> • Provide a space for information about community services and programs to be displayed
Prayer room	<ul style="list-style-type: none"> • Ensure facilities are available for washing feet • Ensure that the room is facing the right way
Artwork displays	<ul style="list-style-type: none"> • Provide spaces within the building to accommodate works of art to reflect the multicultural community
Storage space	<ul style="list-style-type: none"> • Extend storage space next to multipurpose hall to full length of the building • May need to provide external storage for community garden equipment
First Aid	<ul style="list-style-type: none"> • Consider space for first aid room / sick bay – NEED A DECISION
Car parking	<ul style="list-style-type: none"> • Show provision for car parking in the next draft plan
Roof top	<ul style="list-style-type: none"> • Consider providing some community space on the roof top – NEED A DECISION
Design	<ul style="list-style-type: none"> • Consider using the 'Gender equitable design of community facilities' project resources to inform this design

Other considerations

Location

The preferred location of the facility must be identified as soon as possible, as this will impact what features may or may not be required. Ideally the facility will be located close to public transport.

Priority of access

A policy needs to be developed to ensure multicultural communities get priority of access, supported by a sliding scale fee structure that charges more for government organisations and private sector organisations to hire facilities.

Signage

Install wayfinding signage either in digital or traditional format - at the entrance in English and in community languages.

Furniture

Furniture should be light and easy to move around and reconfigure.

Access to spaces

There is a desire for people to be able to use some space without having to pre-book.

Kitchens

Some of the potential uses of the kitchen that have been identified include:

- Opportunity for communities to cook traditional dishes
- Maybe establish a multicultural catering program
- A community kitchen that can be used by community to cook and feed community during natural disasters or uses as breakfast club for vulnerable children before school.

Services

Enable services such as Maternal Child Health to be present on site some days where families don't have to book a time for visit.

Programs

Some potential programs include:

- Youth programs
- Story time for children in different languages
- Parenting programs
- Children's programs
- Cultural workshops delivered by multicultural groups for broader community.

Accessibility

Ensure the facility meets DDA requirements and Universal Design principles.

Child friendly

Ensure the facility is designed with a child friendly lens over it.

Management

Establish a multicultural hub committee with representatives from various cultural groups.

Environmentally Sustainable Design

Ensure that ESD features are incorporated into the design, e.g. solar panels.

Waste

Ensure space for all waste streams inside and outside the building.

Hours of operation

Facility needs to be open after hours and on weekends.

COVID-19 Lens

Consideration needs to be given to social distancing requirements in building design post COVID-19.

Technology

Provide free Wi-Fi throughout the hub.

Income generation

Maximise the flexibility of meeting spaces to meet the needs of different groups and to ensure opportunities for income generation.

Cost

Need to keep costs to a minimum to maximise usage.

Information

Information about the hub should be translated into several languages and there could potentially be a big screen electronic noticeboard outside the building to promote activities and events.

Name

An appropriate name needs to be identified, preferably by the community. A naming competition could be instigated.

Where to from here?

We need to open up consultation to the broader community to determine in the third round of engagement:

1. Seek feedback on the draft floor plan
2. Ask people which spaces or services that they are likely to use and which they are unlikely to use
3. Ask for other comments

Future steps

1. Ask people to suggest a name for the facility
2. Seek names of those who want to form a working group to guide the development of the facility.

Appendix

Multicultural Community

In June 2019, the estimated population of Cardinia Shire was 112,159. At the time of the 2016 Census, 18.9% of the Shire's total population was born overseas. If extrapolated against the current estimated population, this would equate to approximately 21,200 residents born overseas. Of those born overseas, the largest group by far at the time of the 2016 Census are those born in the United Kingdom. The 4,981 people born in the UK made up 5.3% of the entire Shire's population. The largest non-English speaking country of birth in Cardinia Shire was India, where 1.8% of the population, or 1,673 people, were born.

The top 10 birthplaces for Cardinia Shire residents in 2016 (other than Australia) include:

- United Kingdom
- India
- New Zealand
- Sri Lanka
- Netherlands
- Philippines
- South Africa
- Germany
- Mauritius
- Italy

Some of these residents may have lived in Australia for many years. Patterns of immigration have been changing, however, with people from a range of new and emerging communities making Cardinia Shire their home¹. This group is predominantly from African, Middle Eastern and Asian countries and numbered 6,215 at the last Census:

	Place of birth	Number of residents
1	India	1673
2	Sri Lanka	877
3	Philippines	611
4	South Africa	454
5	Sudan / South Sudan	311
6	China	277
7	Egypt	211
8	Malaysia	180
9	Pakistan	141
10	Afghanistan	126
11	Thailand	122
12	Singapore	122
13	Indonesia	115
14	Zimbabwe	114
15	Kenya	92

¹ <https://profile.id.com.au/cardinia/birthplace>

	Place of birth	Number of residents
16	Vietnam	91
17	Bangladesh	90
18	Taiwan	74
19	Cambodia	73
20	Ethiopia	57
21	South Korea	57
22	Hong Kong	55
23	Iran	49
24	Papua New Guinea	37
25	Burma (Myanmar)	36
26	Nigeria	35
27	Nepal	32
28	Liberia	21
29	East Timor	21
30	Iraq	20
31	Zambia	16
32	Botswana	14
33	Tanzania	11

Between 2011 and 2016, the greatest increase in residents who were born overseas was from those born in India and Sri Lanka:

- India (+1,199 persons)
- Sri Lanka (+512 persons)
- New Zealand (+398 persons)
- United Kingdom (+339 persons).

Whatsapp Feedback (8)

Two Whatsapp applications (MCL Hub Cardinia WhatsApp and Jason Wood Multicultural Group – each with a membership of over 200 multicultural people) were utilised to promote the project and drive traffic to the Creating Cardinia page. It also enabled members of the group to post their ideas. Eight people provided comments and engaged in discussion, with several people making multiple comments (a total of 19 separate comments were received). Comments primarily focussed on support for the facility, desire for the multipurpose hall to accommodate up to 1200 people and questions about the type of sport the facility could cater for both inside and outside.

Several of the comments received include:

- “Wow. What a beautiful addition to Cardinia.”
- “Looking really good.”
- “The big issue I have found is having a venue large enough for traditional dancing. I find I was always travelling 90 minutes to attend functions.”

Name	Comments
Multipurpose hall	<ul style="list-style-type: none"> • Desire for the multipurpose room to accommodate 1200 people for traditional dancing (4) • Question around the capacity of the multipurpose hall • Potentially space for sit down dining area in the multipurpose hall (in addition to space for dancing) • Question about the types of sports that could be accommodated in the multipurpose hall, i.e. is there provision for basketball and badminton • Question about whether or not retractable cricket nets could be installed in the multipurpose hall
Parking	<ul style="list-style-type: none"> • Question about car parking provision
Income generation	<ul style="list-style-type: none"> • Utilise sports court hire for income generation
Sports facilities	<ul style="list-style-type: none"> • Question around types of sport available and support for establishment of outdoor soccer and volleyball

Written submissions (2)

Two written submissions were received from members of the multicultural community via email. Comments primarily related to the location of the community kitchen and the breastfeeding area, the display of cultural artefacts, access to the music studio, café, water, signage and roof top space.

Name	Comments
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Name	Comments
Community kitchen	<ul style="list-style-type: none"> • Too far from community rooms
Breastfeeding room	<ul style="list-style-type: none"> • Add one to the ground floor • Switch breastfeeding room on top floor with prayer room – consider discomfort for some people by having these two spaces located so close together • Breastfeeding spaces may need to be located away from interview rooms due to potential noise
Music studio	<ul style="list-style-type: none"> • Support a music room • Ensure that lift is large enough to carry musical equipment
Water refill station	<ul style="list-style-type: none"> • Provide a water tap in the hallway near the multipurpose hall and change rooms
Signage	<ul style="list-style-type: none"> • Install directional signage – either in digital or traditional format - at the entrance in English and in community languages
Café	<ul style="list-style-type: none"> • Cafe should be a bistro open for all day dining offering international cuisine.
Museum	<ul style="list-style-type: none"> • Establish a small museum dedicated to promoting the heritage of cultures from different countries incorporating objects, photographs and historical components.
Roof top	<ul style="list-style-type: none"> • Develop a cultural space on the rooftop of the building

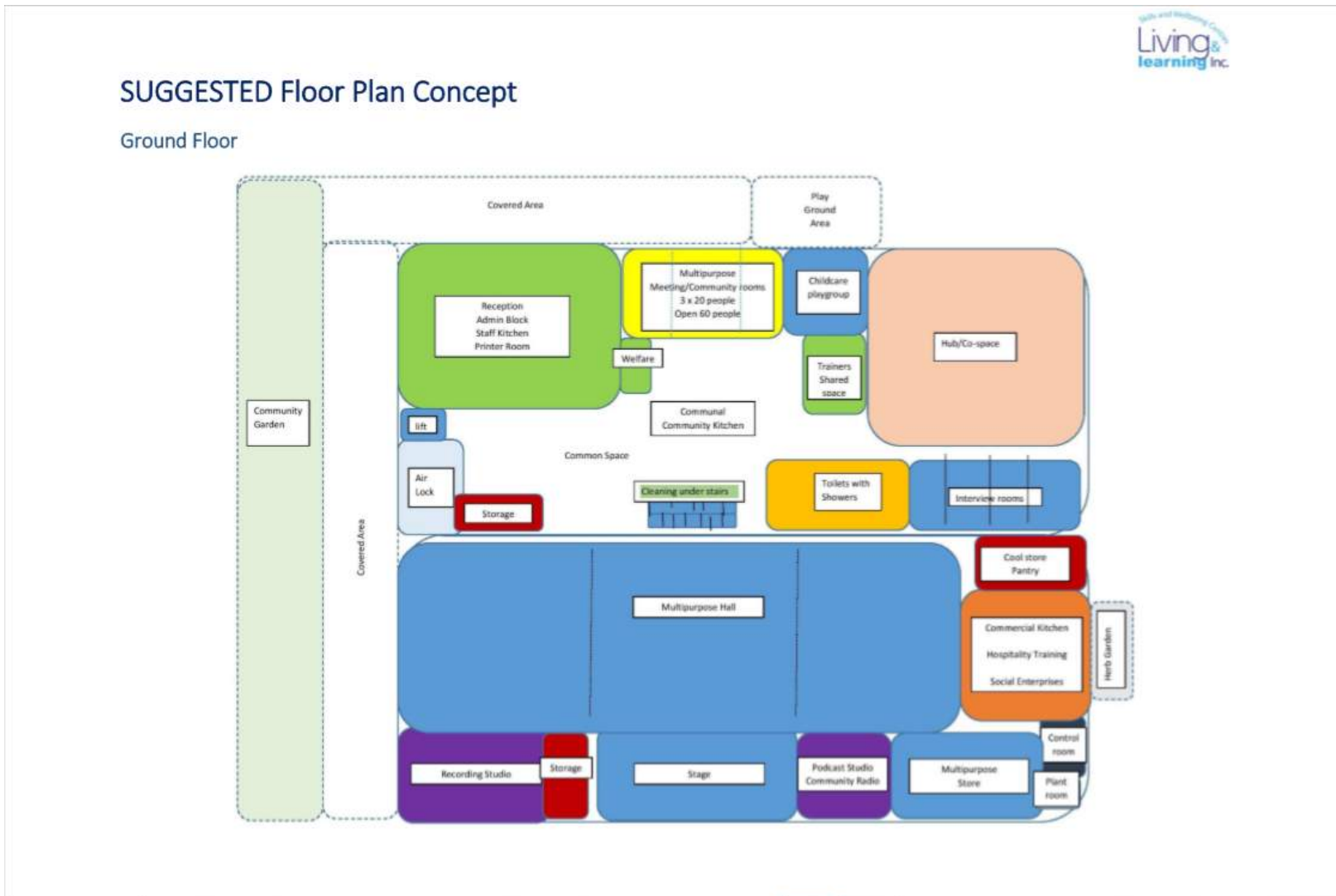
Living & Learning Pakenham Consultation (1 submission)

A written submission was received from Living & Learning Pakenham on behalf of the board, staff, students and volunteers. Participants noted that the development of a community is more than the bricks and mortar or physical infrastructure of a community centre. Comments included: challenges of running a café, the need to have a dedicated playgroup space, the need to provide informal networking spaces, the need to ensure that spaces are flexible, consideration of providing income generation spaces, facilities for staff, co-location of staff, prayer room, stage control box and various other spaces to enable training, interviews and counselling to occur.

Focus area	Details
Community needs	<ul style="list-style-type: none"> • The development of a community is more than the bricks and mortar or physical infrastructure of a community centre. Emphasis should also be placed upon identifying and blending the values, needs and aspirations of residents, community members, Council, businesses and other appropriate stakeholders for the benefit of all involved.
Cafe	<ul style="list-style-type: none"> • LLP would discourage a CAFÉ, but instead encourage the use of the Commercial kitchen for hospitality training, social enterprises and community groups to access. Managing a sustainable Café would require the necessary expertise to succeed.

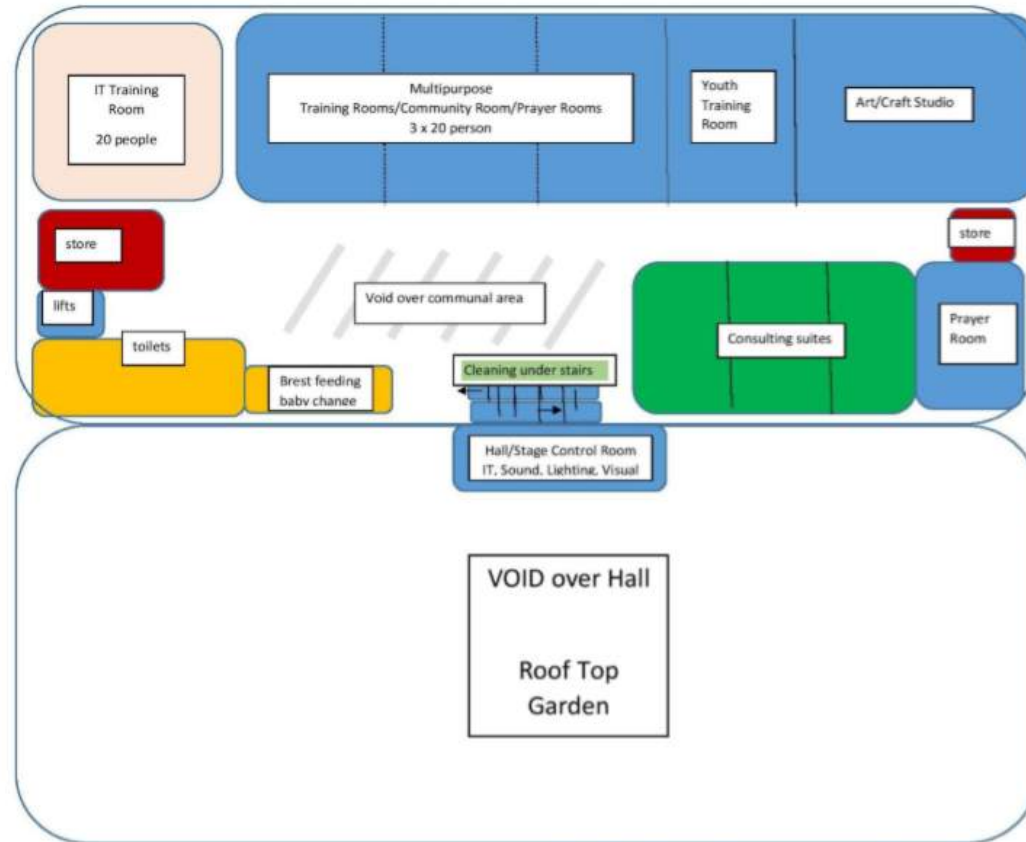
Focus area	Details
Childcare / Playgroup	<ul style="list-style-type: none"> A Multicultural Centre requires a dedicated Childcare/Playgroup space. There are many young families with children and it is easier to engage with young mums if childcare can be offered and is available onsite
Communal Kitchen/Informal Collective Space	<ul style="list-style-type: none"> This is an important function of LLP. It is the hive of the organisation and allows for a warm welcoming, nonthreatening space to group. This space should allow for informal meetings and should not be restricted for use by any one group. This space can also be accessed as a safe pickup and drop-off point for community groups.
Multipurpose Rooms	<ul style="list-style-type: none"> Multi-purpose/social rooms should be designed for flexibility, suitable for shared use by different user groups. Rental is one of the major sources of revenue for a Community Centre. To maximise space and be income generating most rooms and spaces should be multipurpose and have adaptable and flexible room configurations for different numbers of people to meet. Place on ground floor
Reception/Foyer	<ul style="list-style-type: none"> To minimise security risks for staff reception should not be isolated from the rest of the Centre Administration team. Having Admin located within the main Hub of the organisation breeds familiarity between the community and staff and allows for networking and good staff relations. Administration staff are the oil of any organisation and should be given the support, opportunity and a space to achieve outcomes.
Staff Space	<ul style="list-style-type: none"> It is important to have spaces for Staff. A supportive work environment develops confidence, increases productivity, improves engagement and encourages innovation. When workplace wellbeing is supported, employees feel more secure, valued and committed to their work and to their organisation. Place on ground floor
Trainers Space	<ul style="list-style-type: none"> English classes are a major focus of the Multicultural Hub. Trainers require a collaborative space for planning, storage of resources, archiving of training records, networking and access to IT equipment. Place on ground floor
Co-Working Space	<ul style="list-style-type: none"> Moving the Co-working space to the lower level keeps frequent traffic contained and minimises security risks. This also allows reception to monitor visitors to the centre and restricts traffic throughout the building. Place on ground floor
Interview Rooms	<ul style="list-style-type: none"> Having the Interview Rooms opposite the Co-working space allows for users to access shared private space if required. Place on ground floor
Welfare Office	<ul style="list-style-type: none"> Information, referral and student wellbeing needs to be central to the Hub/Life of the organisation. It needs to be seen as accessible at all times and have a familiar space for users to visit. Place on ground floor
Training Areas	<ul style="list-style-type: none"> All training rooms should be located on the upper level to foster familiarity of different user groups.
Consulting Suites	<ul style="list-style-type: none"> Located close to entry points for ease of access. Place on first floor

Focus area	Details
Prayer Room	<ul style="list-style-type: none"><li data-bbox="528 322 874 351">• Location for quiet reflection<li data-bbox="528 353 770 383">• Place on first floor
Stage Control Box	<ul style="list-style-type: none"><li data-bbox="528 389 1203 418">• For control of the main stage area and allow for recording.





1st Floor



Creating Cardinia Sticky Notes (9)

The Creating Cardinia's 'sticky notes' function attracted 9 comments. These comments focussed on creating a place where people could informally connect with one another, be included, access services and information, participate in play and sport opportunities indoors and outdoors and have furniture that is easy to move around.

Focus area	Details
Furniture	<ul style="list-style-type: none"> It would be great if the facility had furniture that was easy to move around the building
Prayer room	<ul style="list-style-type: none"> Great idea! Will it be possible for Muslims to have their Friday prayers there?
Informal gathering spaces	<ul style="list-style-type: none"> Requires informal gathering spaces within Hub for people to catch up (not necessarily at café or need of booking / rental in allocated rooms) Sitting areas specifically designed for informal, casual meetings
Information	<ul style="list-style-type: none"> Provide information regarding community groups and Council services in close proximity
Parents room	<ul style="list-style-type: none"> It's great that there is a breastfeeding room – what about a parent's room for Dads, etc
Gender equity	<ul style="list-style-type: none"> Perhaps consider use of the 'Gender equitable design of community facilities' project resources to inform this design
Unisex / gender neutral toilet	<ul style="list-style-type: none"> There needs to be unisex or gender-neutral toilet.
Play spaces	<ul style="list-style-type: none"> The playground needs to be all weather and not accessible from the café, plus and inside play area for families to feel really welcome.
Cricket	<ul style="list-style-type: none"> Retractable nets to allow the use of the space for cricket (indoor training, indoor competitions)
Support for design	<ul style="list-style-type: none"> Great set up

Creating Cardinia Community Survey (3)

A survey was created and placed on the Creating Cardinia website. It was also emailed to 72 community leaders from multicultural groups and members of the multicultural community. A total of 3 surveys were completed. Respondents live in Cardinia, Officer and Pakenham. All are aged between 45-49 years of age. Multicultural groups represented include: Buddhist Sinhala; Japan; and Afghan Muslim. Key points raised are the need for a multipurpose hall and café / lounge area.

Respondents were asked to identify from a pre-determined list, the five spaces in the bubble diagram that are most important to them. Their answers are:

- Multipurpose hall and storage room (3)
- Café / lounge (2)
- Stage / multipurpose room (1)
- Community kitchen (1)
- Commercial kitchen (1)
- Covered eating area (1)
- Covered activity area (1)
- Playground (1)
- Meeting room 2 (1)
- Administration room (1)

The reasons these spaces are considered important include:

- Need – there are few facilities in Cardinia Shire and such a facility is therefore needed
- Cafe/lounge - There are not many dining areas in Cardinia so would be nice to have a nice bistro offering international cuisine instead of cafe/lounge
- Playground - Must have a playground for children to play indoor and outdoors
- Prayer room – provide a place for people to pray

Survey respondents were asked to identify from a pre-determined list, if there were any spaces in the bubble diagram that they would remove from the plan if not everything was able to be funded. Their answers are:

- Community kitchen (2)
- Prayer room (2)
- Commercial kitchen (1)
- Recording studio / podcast studio (1)

One person commented that a community kitchen could potentially have issues around food hygiene and cleaning.

Survey respondents were asked to identify a potential location for the multicultural hub. Suggestions include:

- Pakenham - central location
- Vacant block at Shire offices
- Cranbourne North / Berwick (outside the Shire)

Other comments received from survey respondents include:

- Offer sports activities such as basketball, AFL Football and soccer at both a social and competitive level. Long term view would be to develop teams to compete in community-based competitions with parents acting as coaches and team managers.
- Prayer place for Muslims is needed.

- Big hall for celebration of cultural events is needed.

Cardinia Shire Staff Survey (11)

Cardinia Shire staff were invited to complete a survey. 11 people completed this survey. Survey respondents provided a range of thoughts around specific design features; access and inclusion; service types and programs; youth spaces; family facilities; technology; meeting and interview spaces; outdoor spaces; art/culture; performance space; kitchen / catering facilities; administration; parking; location; waste; reception / lounge area; prayer room; staffing and governance; and information and signage.

Survey respondents represent the following Council business units:

• Maternal Child Health	• Child and family Services
• Waste Management (3)	• YSAS
• Active communities	• Arts and Culture
• Community & Family Services	• Kooweerup Regional Health Service
• Environment and Heritage Team	

Survey respondents were asked “What could be included in the Multicultural Hub that would assist you to work with the multicultural community in Cardinia more effectively?” Their answers included:

Topic	Details
Youth space	<ul style="list-style-type: none"> • Music studio • Youth workers • Kitchen area • Programs room • Pool table
Technology	<ul style="list-style-type: none"> • Access to free Wi-Fi (2) • Computers.
Services	<ul style="list-style-type: none"> • Counselling rooms • In-reach services • Health services • Legal services • Support services • Government services, e.g. Centrelink; housing; Births, Deaths and Marriages • Maternal Child Health present on site some days where families don't have to book a time for visit – families welcome to drop by if needing help with family violence or some taboo subjects in some cultures, e.g. contraception
Programs	<ul style="list-style-type: none"> • Story time for children in different languages • Parenting programs • Children's programs.

Topic	Details
Meeting space	<ul style="list-style-type: none"> • Education / workshop / classroom spaces (3) • projector and screen set up (2). • Meeting space / meeting space for up to 30 people (2) • Low cost or free bookable space (2) • TV screens for presenting • Whiteboards • A closed space (not too much see through glass) where women from Islamic faith can book a space and feel comfortable meeting for community gathering or information sharing • Lots of power points for workshops that require equipment. • Indoor and outdoor meeting spaces • Display boards • Audio support- microphones and speakers
Interview rooms	<ul style="list-style-type: none"> • A small space that can be booked for one to one community or family support
Office	<ul style="list-style-type: none"> • Desk space as needed • Hot desks for staff • Workstation that could be used by staff working in community sector.
Art and culture	<ul style="list-style-type: none"> • Art gallery (for community member's use) • Dance studio • A craft space with storage for groups to store / use equipment (e.g. boomerang bags groups) • Wet areas for art activities.
Car parking	<ul style="list-style-type: none"> • Car parking
Performance space	<ul style="list-style-type: none"> • Performance space for cultural events (2) • Cultural workshops delivered by multicultural groups for broader community • Cultural exhibitions
Outdoor space	<ul style="list-style-type: none"> • Community garden (2) • BBQ
Play	<ul style="list-style-type: none"> • Outdoor play areas
Sport	<ul style="list-style-type: none"> • Basketball / netball courts
Transport	<ul style="list-style-type: none"> • Close to local transport
Commercial kitchen	<ul style="list-style-type: none"> • Opportunity for communities to cook traditional dishes • Maybe establish a multicultural catering program
Community kitchen	<ul style="list-style-type: none"> • A community kitchen that can be used by community to cook and feed community during natural disasters or uses as breakfast club for vulnerable children before school (2)
Library	<ul style="list-style-type: none"> • Library room with books from different languages
Waste	<ul style="list-style-type: none"> • Adequate space for all waste
Signage	<ul style="list-style-type: none"> • Signage
Lounge	<ul style="list-style-type: none"> • Seating area
Reception	<ul style="list-style-type: none"> • Staff reception desk to encourage community just to walk in for support and information
Prayer room	<ul style="list-style-type: none"> • Multi faith prayer room
Child friendly	<ul style="list-style-type: none"> • Child friendly space / interactive at children's level (2)

Topic	Details
Design	<ul style="list-style-type: none"> The design should be multi-functional with changeable spaces, creating opportunities for small and large groups to interact. A seamless flow between the indoor and outdoor environment.
Parenting room / breast feeding room	<ul style="list-style-type: none"> Parenting room that offers a built-in change table with pull out steps as well as a place for breastfeeding.
Information	<ul style="list-style-type: none"> Promote information in a static way - when we are not there in person. Display space for brochures

Staff were asked to identify what they think would make the hub a welcoming place for multicultural families to visit to take part in activities. Their responses included:

Topic	Details
Staff / workers	<ul style="list-style-type: none"> Staff member to welcome, triage and direct people as they arrive (2) multicultural facilitators who have experience working with multicultural families and delivering multicultural programs
Services	<ul style="list-style-type: none"> Option to choose cultural or non-cultural services Recognise that young people don't want to attend a service where everyone knows them and their family
Childcare	<ul style="list-style-type: none"> Provide childcare services
Governance / management	<ul style="list-style-type: none"> A multicultural hub committee with various representatives from various cultural groups
Family facilities	<ul style="list-style-type: none"> Baby change rooms
Design	<ul style="list-style-type: none"> Open plan, comfortable inviting spaces - not clinical Not a corporate feel
Outdoor space	<ul style="list-style-type: none"> Indigenous plants in gardens outside the hub. This will not only make the hub welcoming but will offer a learning space to teach multicultural families about the importance of locally native plants, how they benefit local wildlife and in turn how they benefit health and wellbeing Courtyard of front yard space for marquees and stages during events such as festivals and markets
Events	<ul style="list-style-type: none"> Prepare a calendar of events
Play	<ul style="list-style-type: none"> Safe children's play area (2).
Comfort	<ul style="list-style-type: none"> Heating and cooling
Food	<ul style="list-style-type: none"> Snacks Child friendly food
Office space	<ul style="list-style-type: none"> Hot desks
Kitchen facilities	<ul style="list-style-type: none"> Cutlery, plates etc (reusable, no single use please)
Celebrate culture	<ul style="list-style-type: none"> Acknowledgment and celebration of different cultures on display e.g. flags, art, paintings, sculpture, photos, world map, community veggie garden, music (5) The colours, seating and atmosphere incorporating and reflecting the diversity and inclusiveness of the very diverse community.

Topic	Details
	<ul style="list-style-type: none"> Consult with community and incorporate their ideas Develop a piece of artwork that every community member can contribute to
Transport	<ul style="list-style-type: none"> Easy access for public transport.
Foyer	<ul style="list-style-type: none"> Open entry area with cultural art displayed.
Lounge	<ul style="list-style-type: none"> Provide tea and coffee facilities (2) Provide somewhere comfortable to sit and something to look at/play with. Blankets/beanbags/cushions Comfortable chairs/lounges
Technology	<ul style="list-style-type: none"> internet access
Library	<ul style="list-style-type: none"> Books
Parking	<ul style="list-style-type: none"> Access to free parking or parking permits during program attendance
Engagement opportunities	<ul style="list-style-type: none"> Ability to attend the hub and engage without having to tell their whole story, open access, opportunistic engagement that builds during engagement

Staff were asked to identify any other considerations that they believe should be taken into consideration when designing the Multicultural Hub and choosing its location. Their answers include:

Topic	Details
Access	<ul style="list-style-type: none"> Access afterhours or without staff for some areas-
Young people	<ul style="list-style-type: none"> Ability for young people to book rooms/desks, not just professionals.
Celebrate culture	<ul style="list-style-type: none"> Celebrate multiculturalism either a mural, public art, community garden
Location	<ul style="list-style-type: none"> Close to public transport (4) Close to libraries, art, ceremonial spaces etc. Should be located close to large populations of culturally diverse communities for ease of access.
Accessibility	<ul style="list-style-type: none"> Ramps Automatic doors
Environmentally sustainable design and practice	<ul style="list-style-type: none"> solar panels (2) double glazing on windows Sustainable building / energy efficient water efficient - water tanks waste wise - recycled material in build and fittings Provide a borrowable kids party pack that the community could borrow to avoid the use of disposables. We could set up a sustainability display to highlight some of our important campaigns
Comfort	<ul style="list-style-type: none"> adequate sustainable heating and cooling
Waste	<ul style="list-style-type: none"> space for all waste streams inside and outside the building (2)
Meeting space	<ul style="list-style-type: none"> break out rooms
Commercial kitchen	<ul style="list-style-type: none"> Commercial kitchen for multicultural catering opportunities

Topic	Details
Car parking	<ul style="list-style-type: none"> • Carpark can also be used for festival so can include a stage • Car parking
Meeting spaces	<ul style="list-style-type: none"> • Multipurpose space for workshops and meetings
Multipurpose hall	<ul style="list-style-type: none"> • Multipurpose space for rehearsals and exhibitions
Outdoor spaces	<ul style="list-style-type: none"> • Courtyard for front yard / large external space for festivals / events (3) • inviting external environment, lighting, seating • some greenery • Include outdoors where possible • Community garden,
Play	<ul style="list-style-type: none"> • Outside play area • Kids area • Kids areas that are closed off by a fence or gate so they can't run away
Prayer room	<ul style="list-style-type: none"> • Prayer room
Access	<ul style="list-style-type: none"> • access for all ages
Community engagement	<ul style="list-style-type: none"> • consultation with the community to ensure the design is appropriate, useable, inclusive and friendly location
Design	<ul style="list-style-type: none"> • Multipurpose design • Be welcoming and inclusive
Similar facility	<ul style="list-style-type: none"> • The Living & Learning Centre on Henry street in Pakenham is a perfect example of what should be created.
Child friendly	<ul style="list-style-type: none"> • Child friendly
Inclusive	<ul style="list-style-type: none"> • Universal to all cultures and communities rather than one particular group or culture.

CALD Advisory Committee (7)

Consultation was undertaken with 5 people from the multicultural community and 2 Cardinia Shire Councillors online via skype on 20 May. 3 Cardinia Shire Council staff and 2 members of the project team also attended. Feedback on the bubble diagram focussed on an areas to display cultural artefacts, space for prayers, library space, space for electronic and board games, more storage space, community garden, outdoor green spaces, COVID-19 social distancing requirements, playground inclusions, outdoor sports facilities, car parking, funding and a suitable location close to public transport (e.g. PB Ronald Reserve).

Feedback on the bubble diagram

Name	Feedback
Harpreet	<ul style="list-style-type: none"> • Would like a room where there is a permanent exhibition set up of multicultural artefacts • Would like to see a larger prayer room, but agrees that prayer may be able to be accommodated in some of the meeting rooms or the multipurpose hall

Name	Feedback
	<ul style="list-style-type: none"> • Would like to see a dedicated library space, although agrees that it may be possible to accommodate a library area into the foyer / entrance • Would like to see more storage space so that equipment such as speakers, costumes, tables and chairs belonging to various groups can be stored • Likes the concept of an organic community garden (either on land next to the building or on the rooftop) and the potential it has as an educational tool for the community and their families in other countries • Would like to see plenty of green space around the building • Wants to know what size the building will be
Charles	<ul style="list-style-type: none"> • Doesn't think that dedicated spaces for cultural artefacts and a library are required – more of a function of a museum and a municipal library. Doesn't think Council would support these types of spaces
Rebecca	<ul style="list-style-type: none"> • Wants to ensure that the rooms in the building are adequate in size to cater for continued social distancing requirements that are likely to remain into the future. • Wants to know what the building will look like (Gerard noted that it will be warm, welcoming and inclusive)
Prachi	<ul style="list-style-type: none"> • Believes that there doesn't need to be a designated room for artefacts, but rather they can be provided throughout the building. • Likes all of the small spaces (e.g. interview rooms) and thinks that these could be well utilised by young people for different group meetings / discussion groups
Jeffah	<ul style="list-style-type: none"> • Wanted to know what is going to be in the playground • Would like to see outdoor sports spaces provided if possible (for basketball and soccer) • Likes the fact that sport can be played in multipurpose space • Keen to see online gaming space and games space for general community – agreed that these activities could take place in the foyer or in one of the rooms
Cr Leticia Wilmont	<ul style="list-style-type: none"> • Need to access some land – likes PB Ronald as an option • Need to start advocating for funds to build the hub • Need to consider car parking • Need to locate the facility near public transport
Cr Michael Schilling	<ul style="list-style-type: none"> • Likes the first draft of the bubble diagram • Suggested that PB Ronald be considered as a potential site

John's English language class (10)

10 members of the CALD community representing: Afghanistan, Cambodia, China (2), India (2), Iran (2), South Sudan, Sri Lanka and Vietnam who were participating in an English language class were consulted with via zoom on 26 May 2020. One Council staff member and one member of the project team also attended. Feedback on the bubble diagram centred around location, activities, services, opening hours and the types of spaces to be included. The spaces that generated most interest include: multipurpose space, music recording studio, café area, garden, playground, computer lab.

Students discussed the following aspects of the proposed building (which was just described to them verbally):

- Location – would like the facility to be located close to public transport and preferably in Pakenham
- Activities – would like to use the facility for activities such as exercise classes, meetings and events
- Services – would like to see services such as Centrelink, Medicare, legal aid, financial advisers, women's support groups and counsellors located at the facility. Would also like to see a small library
- Opening hours – keen for the service to be opened on weekends and in the evenings
- Spaces – were in favour of all of the spaces identified in the bubble diagram, with particular interest shown for the multipurpose space, music recording studio, café area, garden, playground, computer lab.

CALD Network Workshop (20)

20 CALD community leaders / service providers, two Cardinia Shire staff and three members of the project team attended an online skype call on 11 June to discuss the bubble diagram (draft floor plan) for the multicultural hub. Feedback was generally very positive. Participants' comments / feedback centred around: safety of staff using interview rooms, concern that services or spaces are not duplicated with other local services and facilities, some potential rearrangement of spaces (e.g. community kitchen, breastfeeding area and some interview rooms); clarification regarding certain spaces (e.g. co-working space and multipurpose hall uses); desire for location to be confirmed; potential merge of music and pod cast recording studios; and need for a changing places facility. Participants asked that consideration be given to post COVID-19 facility design around social distancing requirements and made a few suggestions around rationalisation of spaces if necessary (e.g. music studio and number of interview rooms). It was also suggested that a guiding principal should be to stick to the principle purpose of the building as being a Multicultural Community Centre and that the ground floor spaces are critical and should be maintained as a priority.

Thoughts, ideas and suggestions	Details
Location	<ul style="list-style-type: none"> Participants wanted to confirm the location of the proposed hub. PB Ronald Reserve was mentioned.
Services	<ul style="list-style-type: none"> Opportunity for a wide variety of outreach services
Duplication	<ul style="list-style-type: none"> A question arose around potential duplication of services and facilities (particularly with what is provided at Living & Learning Pakenham)
Safety	<ul style="list-style-type: none"> Concern was raised around the safety of the Interview Rooms a more open Waiting Area would be desirable
Interview rooms	<ul style="list-style-type: none"> Place some interview rooms on the ground floor with external doors Install emergency buttons in interview rooms Separate interview rooms from main active spaces Ensure passive surveillance is available for interview rooms Create a more open waiting area (potentially where the breastfeeding area currently is)
Breastfeeding area	<ul style="list-style-type: none"> Place breastfeeding area on ground floor
Change facilities	<ul style="list-style-type: none"> One Changing Places high / low change table could be provided to cater for people with varying mobility needs in the Accessible Toilet in either the ground or first floor Toilets.
Community kitchen	<ul style="list-style-type: none"> Community kitchen may be better located closer to the community room, to open to the entry lounge area to enable more informal use of it.
Commercial kitchen	<ul style="list-style-type: none"> This is likely to be used by people with disabilities for activities and could have a paddock to plate function
Rationalisation of spaces	<ul style="list-style-type: none"> If any space needs to be rationalised, the number of interview rooms and the pod cast and recording studios were suggested Potential to just keep the ground floor facilities as the key requirement of this facility is to create connections for the community
Co-working spaces	<ul style="list-style-type: none"> Desire for this space to be used for both community workers in the building and for business start ups
COVID-19 lens	<ul style="list-style-type: none"> Consideration needs to be given to social distancing requirements in building design post COVID-19
Multipurpose hall	<ul style="list-style-type: none"> Desire for multipurpose hall to be used for both indoor sports and cultural events.
Music studio	<ul style="list-style-type: none"> Suggestion to merge the music studio and the podcast recording studio

Supported Playgroup run by Sashi (10)

An online workshop was held with 10 members of a supported playgroup run by Sashi, along with one staff member from Cardinia Shire and one member of the project team. The women who attended this session were supportive of the new hub and discussed change space requirements, playground inclusions, playgroup requirements, library services, storage, audio, access to swimming pools and the need to provide a warm and welcome vibe.

Key items of discussion

- Support for hub – strong level of support by women in attendance for a new multicultural hub
- Swimming pool – would like to see a swimming pool incorporated as part of the design or located nearby
- Audio – a good quality music system is important for cultural events where music is a component
- Storage – need to be able to store chairs and tables for the multipurpose hall
- Change facilities – need a lot of changing space and space to hang costumes if performing in the multipurpose hall. Also need a family change area.
- Playgroup – would be keen to have a suitable space for playgroup
- Library – would be ideal to have children’s books in various languages available in the facility, which can be used for story time as part of playgroup
- Playground – need to ensure that there is equipment for small children, a sand pit with partial shade and trees
- Vibe – the building needs to feel warm and welcoming.

Bridgewood English Language Class and Women’s Group (6)

Six people from the Bridgewood English Language Class and Women’s Group were consulted with on 28 May via skype. This session was attended by two staff members of Bridgewood, two Cardinia Shire Council staff and one member of the project team.

Key discussion points included: the need to provide multipurpose meeting rooms that are well equipped, the need to develop priority of access policies and suitable pricing structures and to provide a facility that is child-friendly and accessible for all abilities. Specific comments were received relating to the music studio, prayer room, community kitchen, storage, information provision, signage, technology, first aid, furniture, location, parking, water and services. One suggestion was to enable the community to choose a name for the facility, potentially through a competition.

Idea	Details
Meeting / teaching rooms	<ul style="list-style-type: none"> • Need more rooms for teaching • Include room dividers so different sized meeting spaces can be created • Include smart boards • Need storage space (cupboards) in meeting rooms 1 and 2

Idea	Details
Location	<ul style="list-style-type: none"> Needs to be near public transport
Priority of use	<ul style="list-style-type: none"> Questions asked about who could use the facility. Glenda and Wendy advised that there would be a policy developed to ensure multicultural communities get priority of access, supported by a sliding scale fee structure that charges more for government organisations and private sector organisations to hire facilities.
Cost to use	<ul style="list-style-type: none"> Low cost fees important
Music studio	<ul style="list-style-type: none"> Would like to see this managed and for people to be able to book this space Should be located closer to the multipurpose hall Install a large goods life near the music room (if it remains in its current location)
Information	<ul style="list-style-type: none"> Information about the facility should be translated into different languages
Signage	<ul style="list-style-type: none"> Wayfinding signage needs to be provided in various community languages
Prayer room	<ul style="list-style-type: none"> Make sure there are facilities for foot washing Make sure that the room is facing the right way
Technology	<ul style="list-style-type: none"> Provide free access to Wi-Fi
First aid	<ul style="list-style-type: none"> Provide a first aid room / sick bay
Kitchenette	<ul style="list-style-type: none"> Provide an area where people can make a tea or coffee
Child friendly	<ul style="list-style-type: none"> Ensure that there are high handles in rooms so that children cannot access areas that they are not supposed to
Furniture	<ul style="list-style-type: none"> Ensure that furniture is light so that it can be easily moved around Provide multipurpose furniture
Community kitchen	<ul style="list-style-type: none"> Community kitchen should be closer to community rooms – next to café / lounge Would like to ensure that basic cooking equipment, crockery and cutlery is available in the community kitchen Community kitchen should provide a servery into the community rooms
Water refill station	<ul style="list-style-type: none"> Incorporate a water refill station in the corridor near the multipurpose hall
Storage	<ul style="list-style-type: none"> Need to be able to fit out the storage room so that it can accommodate the needs of various groups with lockable spaces
Parking	<ul style="list-style-type: none"> Provide an area for people to park their prams Provide bike parking at entrance of hub
Name of facility	<ul style="list-style-type: none"> The community should come up with a name for the facility – perhaps a competition?
Interview room	<ul style="list-style-type: none"> There should always be one interview room available for casual use (i.e. not have to be booked)
Services	<ul style="list-style-type: none"> The facility needs to be able to provide a range of services including support for those who are impacted by domestic violence The foyer needs to be able to provide a place for people to go / refuge without having to book or pay for

Idea	Details
Accessibility	<ul style="list-style-type: none"> The facility needs to meet DDA regulations and Universal Design requirements

Cardinia Shire Council Staff Meeting (8)

Eight Cardinia Shire Council staff members were asked to respond to the bubble diagram to identify whether or not it would meet their needs and the needs of the communities that they work with via a zoom meeting on 28 May. Two additional Council staff members and four members of the project team also took part in the consultation.

Key issues discussed include: playground and storage space as well as comments around the prayer room, community kitchen, location of breastfeeding room and the potential relocation of some spaces to the ground floor or to a different location on the ground floor (e.g. Maternal and Child Health, interview rooms, music studio, stage). Other issues include the need to identify the land on which the hub could be built, the desire not to duplicate services, family change area, library services, outreach services, information provision, natural light and the need to work in partnership with other organisations. One of the questions that still needs to be determined by Cardinia Shire Council is whether or not the facility will become a licensed childcare facility.

Thoughts, ideas and suggestions	Details
Prayer room	<ul style="list-style-type: none"> Prayer room needs to have a foot washing station
Playground	<ul style="list-style-type: none"> Support for playground Want to be able to access this from both community rooms A question exists about whether or not a licenced childcare facility is needed as this will impact the design
Community kitchen	<ul style="list-style-type: none"> Questions around what it will be fitted out with
Breast feeding room	<ul style="list-style-type: none"> Would like to see near the playgroup too
Services	<ul style="list-style-type: none"> Relocate Maternal and Child Health to ground floor
Interview rooms	<ul style="list-style-type: none"> Include some interview rooms on the ground level
Child friendly	<ul style="list-style-type: none"> Include a child sized toilet in the parents' room
Music studio	<ul style="list-style-type: none"> Could be hard to access with equipment, so may need to consider at rear goods lift or locate the studio on the ground floor
Stage	<ul style="list-style-type: none"> Consider locating on other side of multipurpose hall to allow for loading (Kate noted that it needs to be near the toilets / change rooms)
Storage	<ul style="list-style-type: none"> Consider extending the storage room next to the multipurpose hall to the full length of the building Ensure that the storage area is able to include garden equipment and marquees

Thoughts, ideas and suggestions	Details
	<ul style="list-style-type: none"> Consider some outdoor storage space or storage that is also accessible from outside the building
Duplication of services	<ul style="list-style-type: none"> Need to make sure that what is offered in the hub does not duplicate other services available locally
Outreach	<ul style="list-style-type: none"> Potential for services like the library to run outreach with young people and children in the hub
Library	<ul style="list-style-type: none"> Could provide bi-lingual books at the hub
Information	<ul style="list-style-type: none"> Ensure that information is available about other services, e.g. the Library
Partnerships	<ul style="list-style-type: none"> Partnerships with other services is important so links and referrals can be made
Location	<ul style="list-style-type: none"> Need to identify the site for the building ASAP
Natural light	<ul style="list-style-type: none"> Need a window or sky light in interview room number four.



Feasibility Study Report

Cardinia Multicultural Hub

Cardinia Shire Council

June 2020 | Revised November 2021 | *Subject to Council Approval*

Brand Architects



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Cardinia Multicultural Hub Feasibility Study Final Report September 2021



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1. Brief

'To provide Council with 'a comprehensive financial, service and management model analysis of the proposed facility considering recent community engagement findings.'

Cardinia Multicultural Hub Feasibility Study Consultant Brief

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2. Executive summary

‘Social cohesion and inclusive growth are additional crucial perspectives to incorporate into public policies, targeting a renewed social contract that reduces inequalities and benefits the whole society.’

Jose Angel Gurria

Cardinia Shire Council has commissioned this feasibility study at an exciting time for multiculturalism within the community and, more broadly, as an idea. There is an evident and accelerating growth of multicultural communities within the Shire, creating a vibrant cultural diversity and community vitality. There is also a change in the broader concept of multiculturalism as local governments worldwide seek to improve opportunities for integration to enrich and benefit their entire community.

Within Australia, these new versions of multiculturalism are just beginning to take seed, providing Council with the opportunity to become sector leaders in multicultural integration and deliver a broad range of community and cultural services. To this end, our consultation and research have sought to provide Council with up-to-date knowledge of the developments within the idea of multiculturalism, the changing nature of community within the Shire, service delivery and social cohesion.

Ultimately, we have found that the more Council is prepared to commit itself to integrate its many and diverse communities together, and the more those communities are provided for within every Council service delivery team, the stronger the tangible and intangible outcomes will be. Actual results will include reduced unemployment, greater earning capacity and reduced service delivery costs. Intangible effects will consist of a greater sense of belonging, reduced social isolation, and a stronger sense of social cohesion.

A new multicultural hub is an essential node within a Council-wide approach to integrating and servicing diversity. The hub can be a meeting place for all communities and cultures, drawing people together under one roof to seek services, learn and create together. In addition, by working more closely with other Council services, the hub can contribute to a broader array of social and community programs, share delivery costs, and ensure that diverse communities are not siloed.

The economic assessment therefore has concentrated on both the construction and operating phase of the proposed Cardinia Multicultural Hub as well as improved levels of social inclusion and consequent benefits for employment outcomes, productivity and quality of life in the region as a result of the project.

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Cultural precincts such as the proposed Cardinia Multicultural Hub generate economic benefits for the regional economy through expenditure associated with the development and construction of the site and infrastructure as well as the on-going benefits associated with increased expenditure / turnover within the region that would otherwise not have occurred and improved levels of social inclusion and consequent benefits for employment outcomes, productivity and quality of life.

The key economic outcomes from the proposed Cardinia MCH Project include:

- During the construction phase, the \$14.6 million project will generate 22 cumulative direct local jobs and support \$21.1 million in additional spending in the community and a further 65 indirect jobs. Across New South Wales (including the local impact), the project will support \$26.8 million in additional spending and a total of 94 indirect jobs during construction;
- An inclusive multicultural hub in Cardinia Shire will provide a number of benefits to the community with regards to improving social cohesion and the capacity to integrate across other Council services in the delivery of other multicultural programs. Given the increased employment and health and quality of life outcomes for migrant communities in Cardinia Shire that will be facilitated by the Cardinia MCH Project, the annual economic impact is estimated at \$22.3 million;
- Based on forecast usage of an estimated 10,000 local and regional visitors, the potential consumer surplus/community amenity value of the proposed MCH facility is estimated at \$259,700 per annum initially upon completion; and
- Over the next 30 years, the Cardinia Multicultural Hub will deliver a net present value of \$24.0 million, with almost \$3 in benefits to the community created for every dollar spent in construction and maintenance of the facility.

There is an understandable concern that with new and improved facilities may come unacceptable increases in operating subsidies. Based on current and likely operating and licencing assumptions and the expected improvements in terms of revenue opportunities and building efficiencies we believe that this development offers a low and manageable risk to Council.

A strong vision from Council will deliver a new multicultural hub that will activate local communities, bringing them together into one vibrant space that models and encourages the social cohesion that Council desires to see more broadly. This vision will become the benchmark for many councils undertaking the same journey in the coming years. Below is the roadmap to that vision.

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Our approach

The main output was a comprehensive, evidence-based analysis with the following deliverables:

1. Undertake background research and identify the contributing factors necessary to develop a thriving multicultural hub that will provide for a growing diverse community in the future.
2. Complete a needs analysis for the hub and its programs, services and activities in Cardinia Shire.
3. Provide a detailed analysis of the four proposed management models with recommendations for the most sustainable management model in Cardinia Shire. This will include identifying hub manager/s committed to the successful long-term operation of the hub in partnership with relevant agencies.
4. In-depth service planning and financial modelling in close consultation with the potential hub manager/s and CSC to ascertain the programs, services and activities that will deliver over the short, medium and long term.¹

The Randall Arts Management approach to these tasks was to break them into three reportage phases as follows:

Phase	Tasks
Phase 1: Project initiation	<ul style="list-style-type: none"> • Undertake initial CSC site visit • Complete all information gap analyses • Identify available materials that will enable an understanding of the facility • Demographic data and forecasts • Review Council strategic and policy materials • Identify materials that will allow a detailed understanding of the current multicultural services
Phase 2.1: Background research	<ul style="list-style-type: none"> • Complete desktop research and critical analysis of successful multicultural hubs • Identify common multicultural hub issues • Conduct analysis of the four multicultural hub operational models • Review multicultural hub programming model – Part 1
Phase 2.2: Stakeholder analysis	<ul style="list-style-type: none"> • Stakeholder engagement follow-ups. • Consultations with key community stakeholders. • Consultations with key service providers.
Phase 2.3: Multicultural Hub management	<ul style="list-style-type: none"> • Identification of potential hub managers that fit preferred model – Part 1 • Discussion with architects of perceived spatial needs based on previous findings

¹ Cardinia Shire *Multicultural Hub Feasibility Study – Management and Services Modelling*, Consultant Brief, November 2020, 2.

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- Phase 3: Project
finalisation
- Present Phase 2 Progress Report – confirm preferred options going forward
 - Review multicultural hub programming model – Part 2
 - Develop Hub operating model based on critical elements from Phases 2.1 and 2.2
 - Identification of potential hub managers that fit preferred model – Part 2
 - Confirm Key Requirements for A Functional Design Brief
 - Finalise and Present Report

The completion of each phase was accompanied by a report to Council stating findings to date and requesting Council feedback to determine the direction of the next stage. This final report is the collation of all three interim reports, including the final findings of this consultation and the decisions made by Council.

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3. Broader contexts

3.1 Analysis of recent academic literature

As part of our preliminary data assessment, we explored current thinking on multiculturalism and multicultural hubs to understand current best practices and emerging ideas. We noted that the Preliminary Feasibility Study focussed specifically on the Cardinia Shire services, strategies and demographics. However, there is no benchmarking against national and international trends in multicultural services within the study. To provide this broader context, we analysed the following documents:

- Multicultural Council of Tasmania – *Local government and best practice in multicultural policy and programs*, 2015
- Victoria Stead – ‘Doing ‘social cohesion’: Cultural policy and practice in outer metropolitan Melbourne’, *Critical Social Policy*, February 2017
- Wali & Renzaho – “Our riches are our family”, the changing family dynamics & social capital for new migrant families in Australia’, *PLoS ONE* 13(12) 2018
- Wilding & Nunn – ‘Non-metropolitan productions of multiculturalism: Refugee settlement in rural Australia’, *Ethnic & Racial Studies* 41:18 2018
- Geoffrey Levey – ‘Australia’s “Liberal Nationalist” Multiculturalism’, in *Multiculturalism in the British Commonwealth: Comparative Perspectives on Theory and Practice*, University of California Press, 2019
- Arne Sayes et al. – ‘From Multicultural to Diversity Policies’, *European Urban and Regional Studies* 1-15 2019
- FECCA (Federation of Ethnic Councils’ Communities of Australia) – *Australian Mosaic*, Conference Edition, March 2020
- Mansouri & Modood – ‘The Complementarity of multiculturalism and interculturalism’, *Ethnic & Racial Studies* 44:12 2021
- Pallotta-Chiarolli & Rajkhowa – ‘Systemic invisibilities, institutional culpabilities and multicultural-multifaith LGBTIQ resistances’, *Journal of Intercultural Studies*, 38:4, 2017
- Bloemraad & Wright – “Utter failure” or unity out of diversity? Debating and evaluating policies of multiculturalism’, *International Migration Review*, 48:S1, 2014

What is clear from the literature is that there is a move away from 1980’s multiculturalism towards a more coherent sense of interculturalism and social cohesion. Support for multiculturalism has been in decline in Australia for some time as both local and new arrival communities are concerned that the theoretical framework encourages a siloed approach to culture (Wali and Renzaho, 2018; Stead,

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2017; Mansouri and Modood, 2021). However, recent scholarship has recognised a shift away from multiculturalism towards both interculturalism and social cohesion. Interculturalism recognises the cultural complexity of local and new arrival communities, such as more specific tribal belongings or mixed-race parentage.²

More importantly, research has shown a move towards social cohesion as a key driver for cultural integration in local communities. Stead shows the limitations of multiculturalism as it encourages bonding within cultural groups but not across groups into the broader community. She argues that Council emphasis on social cohesion encourages bridging across cultural groups to create a more coherent whole-of-jurisdiction community. In this sense, Councils have a responsibility to provide integrated services that promote *bridging* rather than *bonding*. This would seem to be the emerging trend. For example, since 2017, the City of Darebin has been working towards a new Intercultural Centre that brings together multicultural, monocultural and indigenous communities with support from their multicultural unit.³ Also, both the Community Migrant Resource Centre (CMRC) of Parramatta and the Multicultural Council of Wagga Wagga have firm commitments to social cohesion and interculturalism.⁴

This shift in thinking was surprising. In most cases of background research, one is looking at a stable set of ideas that are simply being improved or nuanced into best practice scenarios. What this research has shown is a sector in flux. The previously accepted models and paradigms of multiculturalism are evaporating, yet no new model has been secured. Interculturalism expands the notion of culture based on racial grounds. It seeks to include people of mixed race or parentage who are grappling with a complex sense of identity and including established monocultural elements within municipalities. It recognises that new generations of cultural diversity will indeed interact and intermarry. These people will need multicultural services that include this and ways of integrating into the broader community.

On the other hand, social cohesion seeks to establish a culture-based notion of more than race. The classic example is the current tension within many multicultural services between cultural 'elders' who want their culture represented in a particular way and younger LGBTQI members of those communities who feel silenced by a Local Government who often unintentionally side with the elders on multicultural grounds (Pallotta-Chiarolli & Raykhowa, 2017).

Research has shown that multicultural policies, particularly when defined as demographic diversity, has a modest effect on first-generation immigrants and new arrivals, yet little direct impact, positive or negative, on the second generation (Bloemraad & Wright, 2014). However, our benchmarking discussions have shown that the push towards interculturalism and social cohesion in some Councils comes from second and third-generation people from diverse backgrounds. These individuals seek a

² See the idea of 'wogarigines', Maria Pallotta-Chiarolli, FECCA, 2020.

³ See the timeline here: <https://www.yoursaydarebin.com.au/interculturalcentre>

⁴ <https://cmrc.com.au/>, and <https://www.mcww.org.au/about>

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more complete sense of belonging within Australia and whose lives are already extended well beyond their parents or grandparents' cultural norms. This is highly problematic for Council service providers who often feel caught in between these competing needs – on the one hand, rejected by younger groups for not listening. On the other, they are chastised by cultural elders and gatekeepers for 'corrupting' their young.

For our current feasibility study, all of this points to is that there is no established 'best practice model' to be recommended. Instead, the best practice is for Council to also engage in these developments and be part of a future solution.

Some Councils are certainly ahead of the curve. For example, the City of Yarra has developed an intriguing method. They have developed a Council-wide Social Justice Plan, an internal document that promotes equality on a range of diversity and inclusive grounds. All Council services must show that their new strategic plans are responding to this document and, as such, will include inclusive support for people on cultural grounds – both racially and non-racially defined. This document creates a Council-wide multiculturalism in the broadest sense, and the result has seen much more collaboration between Council teams and services to achieve the Social Justice goals.

While there is no 'best practice', there is undoubtedly a 'worst practice', which would simply continue with the previous Council assumptions about multiculturalism and, therefore, be left behind when the emerging forms finally solidify.

Finally, we see the current situation as an excellent opportunity for Cardinia Council to take stock of its current approach to culture and to take some significant steps forward to establish itself as a 'best practice' council. Rather than evaluating and emulating the best practice of others, there is space for Cardinia to lead the field.

3.2 Current findings of Multicultural Hub feasibility and benchmarking

3.2.1 Introduction

The benchmarking process in any consultation usually entails identifying sector leaders based on some key identified parameters and testing how they navigate the relevant social, political and operational landscape. In this way, sector-leading organisations can point to best practices that should be adopted to improve service delivery and community engagement. What makes the current Multicultural Hub feasibility study so interesting is that it is clear from the academic literature and consultations with multicultural service providers that the space of multiculturalism is in flux. As a result, organisations are searching for ways to approach the new realities and needs of culture within municipalities.

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As such, the question of what makes a thriving multicultural hub and an analysis of common issues need to be nuanced because multicultural services are searching for new solutions. What is offered below reflects how hubs are grappling with change framed as their successes and failures.

3.2.2 What makes a Multicultural Hub?

The first thing to address is the purpose of multicultural hubs. What are multicultural hubs supposed to do within a local council? Based on desktop research and consultations, it seems that there are four elements of (or even mandates for) a best practice hub. These elements are:

- **Advice and support** are the standard services provided within every Multicultural Hub to assist people in settling into a new life in Australia. These services include help with government service acquisition, banking and credit assistance, psychological support services. They may also have English language classes, and in some instances, basic computing skills.
- **Cultural validation** – multicultural hubs foster the expressions, rituals and religious festivals of a culture. They create a hosting space for events where culture can be celebrated and shared with the broader community.
- **Social inclusion** – multicultural hubs provide social inclusion opportunities such as sport and recreation opportunities and creative opportunities. For example, they can provide spaces for basketball, cricket and other physical recreations and pursuits. They can also offer opportunities for creative expression through visual art, craft, music or performance. These activities are not necessarily based on belonging to the founding culture but provide cheaper access than other council facilities.
- **Economic opportunity** – some multicultural hubs also include a mandate for social enterprise. They host specific programs that enable new arrivals to develop business opportunities and become economically self-sufficient. Social services targeted towards employment would indeed fall under the Advice and Support category above. However, it is often forgotten that many arrivals to Australia were enterprising shop-owners, businesspeople and entrepreneurs, service providers or successful creators and artists. Some are internationally renowned. A significant and growing service within multicultural hubs provides opportunities for people to move from service dependence to social independence, develop independent businesses and services and continue their independent careers.

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3.2.3 Analysis of the four elements that make a Multicultural Hub

Consultations showed that these four activities were crucial to servicing cultural diversity within a municipality. Delivery of support, particularly for new arrivals to Australia and the municipality, was essential. However, it was noted that the need for this support declines over time, particularly when diverse communities are better integrated into the wider community. We also found that older new arrivals were more likely to seek these services, while younger people generally reached a point of self-sufficiency much faster. As a result, these services were rarely required by the second generation.

Both cultural validation and social inclusion opportunities were considered necessary; however, it was recognised that councils needed to contextualise this in broader intercultural terms. For example, both Darebin and Yarra Councils agreed that cultural celebrations required a new approach. Second generation and mixed-race families often felt excluded from or unrepresented in such cultural events, and there is growing pressure to rethink how these are conducted.

Also, it was noted that while some cultural events and festivals drew sizeable crowds, many were relatively small and drew few people from outside of the host community. When we imagine cultural events, we think of large festivals such as the Vietnamese Lantern Festival in Footscray, held at Maribyrnong Park with thousands of visitors and an incredible intercultural atmosphere. The reality is that most Councils will only host 1-2 of such festivals per year. All other expressions of ethnicity and cultural celebrations may only attract a maximum of 100-200 people, most of whom are from that culture with only a smattering of white people. Though many cultures seek the opportunity for public celebration, the engagement with the broader community is much smaller. This can lead to tensions between communities, or between communities and councils, particularly around the claims of preferential treatment or marketing. Finally, many cultural events attract few attendees from other diverse cultures. There is a concern that as diversity grows within council populations, the percentage of the available white audience is diminishing and possibly reaching a point of multicultural event burnout. Both realities point to reducing audiences as the pressure grows from more cultures to host events.

The fourth activity – economic opportunities –help a multicultural hub tie back into a social cohesion agenda as CALD professionals and businesspeople would be providing services to the entire Shire community, not just work within their own cultural group. This integration is growing in importance and becoming more explicit on service websites and marketing material. For example, the CMRC lists the self-sufficiency and contribution of individuals as members of the Australian community as a critical component of their vision statement.⁵

⁵ <https://cmrc.com.au/aims-vision-and-governance/>

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Social enterprise programs and opportunities were therefore seen as crucial components to a social cohesion strategy. Many are targeted towards young people and women. Young people are assisted in conceptualising and developing a business idea. Many women from diverse backgrounds may struggle to find employment due to cultural or home pressures or lack certain education qualifications. Learning to run a small business, particularly from home, is an excellent way to earn extra income and help a family become economically self-sufficient.

3.2.4 Successful Multicultural Hubs

Our findings show that successful multicultural hubs are framing future programming around the four elements above while grappling with a move towards a two-pronged integration with other council services and the rest of the community. This integration is described as interculturalism or social cohesion, depending on whether one focuses on culture as race (interculturalism) or culture as a broader sense of identity and belonging to a like-minded community (social cohesion). In explaining their understanding of multiculturalism, Pakenham Living and Learning also understood it as a municipality-wide mandate regardless of identity. So even groups using the older terminology are redefining it to respond to local government realities. For example, regardless of one's racial background, it was found that a significant proportion of people would identify more with their LGBTQ or mixed ability communities. Council services are recognising this and therefore rethinking what makes a hub successful.

It is also evident that the eventual aim is to encourage a movement *through* the hub system and into the broader community, rather than the hub functioning as a perpetual holding bay for multicultural communities. Therefore, the idea of a thriving hub needs to be understood in these terms. Below are some of the more important needs of a successful multicultural hub in two groups – external integration and internal structures.

External integration

- **Embrace some form of interculturalism or social cohesion** – As has been stressed throughout this document, this is the future direction of multiculturalism, and councils across Australia are recognising and responding to it.
- **Integration with other council services** – there was a growing consensus that multicultural services needed to be better integrated with other council services, including but not limited to youth services, aging, disability, sport and recreation, and arts and culture. As well, each area of a local government needs to show how it is addressing cultural diversity within its strategies, services, opportunities, advisory groups and grants.

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- **Embrace diversity beyond race** – Councils are now encouraging diversity beyond race, particularly for young people from diverse backgrounds who embrace other forms of identity beyond their culture of birth. It was recognised that many parts of the community were both silent and disengaged due to the lack of council acknowledgement of and events for their identity. For some commonality-based communities, such as LGBTQ, members feel there is a lack of understanding from Councils around the tensions within multicultural communities and no safe spaces to address this. There is evidence that Councils are now hearing this and rethinking policy to address it.
- **Opportunities for all** – Integrating services and opportunities across different cultural groups also encourage better integration towards a holistic community. For example, the City of Whittlesea have amalgamated Aboriginal and multicultural services together into one team – the Aboriginal and Cultural Diversity team. Darebin Intercultural Centre have integrated multicultural, monocultural and indigenous services to deliberately encourage a community that blends multiple cultures and identities. Pakenham Living and Learning and the CMRC take similar approaches to many of their programs, which are available right across the community spectrum.

Internal structures

- **Successful multicultural hubs bring together the four elements above** – Hubs now seek to integrate a range of opportunities beyond basic service provision.
- **Unstructured/informal communal spaces** – Informal communal spaces are essential for creating random connections between participants across programs. Social cohesion and community building that lasts often comes through informal interactions rather than being directed by government entities and programs. Unstructured spaces give a hub a naturalness and welcome visitors beyond basic program attendance. Pakenham Living and Learning stated that their communal spaces are the envy of other cultural hubs and neighbourhood houses. It performs a social cohesion function that alleviates pressure from the actual programs.
- **Cultural and personal safety** – Cultural and personal safety is essential for the success of a multicultural hub. Program participants need to feel safe in entering a space, as well as feel safe to speak within programs and events. Furthermore, both community members and staff need to feel that the hub is a safe space, and the space is arranged to ensure both secure entry and exit if a situation turns dangerous.

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- **Community kitchens** – The community-building capacity of a kitchen should not be underestimated. Kitchens encourage more events within a cultural hub and a more diverse range due to the ability to prepare food on site. Furthermore, kitchens are an excellent way to encourage social enterprise, especially through catering opportunities.
- **Childcare support/child's play areas** – It was generally agreed that childcare and children's play areas are essential in cultural hubs. In many new arrival communities, the men source work first and are often the primary breadwinner while women are at home with young children. Without childcare or safe play areas, many women will not engage with a hub or neighbourhood house as it is too difficult to manage children while trying to engage in programs and opportunities. Sometimes childcare can be as simple as allowing children to be present in the room while the mother attends a language class and the presenter accepting the possible disruptions as part of the process. Despite the existence of programs targeted towards them, many women from diverse communities can end up quite isolated and risk mental health issues due to the lack of viable child support.

3.2.3 Common Multicultural Hub issues

Probably the most significant issue for multicultural services is the shift in social attitudes towards culture, as no one really knows where this will end up in the next five to ten years. However, councils are now dedicating teams to provide a local solution that, if successful, can be generalised across other Council and multicultural spaces. There is undoubtedly an intent to be somewhere other than where Councils currently sit. Much of this is being driven by the realisation that race-based services necessary for new arrivals to the Municipality are not appropriate for second or third generations or for non-racial identification.

The second important issue is the expected growth of non-Anglo-Saxon communities and how to integrate these into overarching Anglo-Saxon cultural values. This balance also needs to recognise the tensions between racial-cultural diversity on the one hand and non-rationally based diversity on the other

The most significant risks to the internal structures of a hub are as follows:

- **Program expansion as diversity grows** – If the number of people from diverse cultures within Cardinia Shire is to grow towards 35-40,000 as predicted, this puts tremendous pressure on program provision and diversity. By implication, the number of programs and their frequency will increase, putting upward pressure on both running costs and spatial needs. This is a critical fact that is driving Councils towards social cohesion models. There is a risk of a breaking point at which a hub will not provide all the needs of their multicultural communities,

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leading to the need for another hub, the abandoning of service provision in certain areas or potential dissatisfaction with the Council.

- **Siloing of council services** – As discussed earlier, one of the major concerns for hubs is the siloing effect they have with culturally diverse communities. One of the criticisms of the old multicultural model was that it encouraged communities to stay within their own cultural boundaries and could use a hub almost as a refuge from integrating with the broader communities within a municipality. A hub that heavily focusses on support services and multicultural events was the most at risk of encouraging cultural siloes.
- **Dominant cultures taking over & silencing smaller cultures** – Several participants in the consultations recognised that the cultural balance within multiculturalism is rarely equal. Some cultural groups are more numerous or vocal than others, some smaller ethnic groups within a culture have more sway than other ethnic groups, and some cultures and ethnic groups have little to no voice within a hub. Balancing all the competing interests is often difficult and fraught with pitfalls.
- **Ethnocentrism** – Hubs also have a potential issue with ethnocentrism, and they can feel like exclusive zones for new arrivals from non-European backgrounds. Many Australians from European backgrounds do not feel welcome in these spaces and therefore rarely engage in programs from which they would benefit or events to which they are welcome. Stakeholders from both Darebin and Yarra recognised that their old multicultural approaches failed to address English speaking new arrivals (UK, New Zealand) and levels of social isolation and depression were high in these groups. Furthermore, second-generation and intermarried people from diverse cultures feel that a hub is only for those who have poor English language or settlement skills. Multicultural hubs are becoming aware that their marketing and program offerings give the appearance of being a space that is exclusive to new arrival communities. How a hub presents itself can be crucial to the amount of diversity and community engagement it engenders.

3.2.4 Cardinia initial demographic data and forecasts

Due to the complexity of the multicultural community⁶ within Cardinia Shire, we have considered a broad range of demographic data. The 2016 Census shows:

- 19% of the population of Cardinia Shire are born overseas, though many of those are from English speaking countries such as the UK and New Zealand. However, based on the

⁶ This section references a range of data sources including Council documents, profile.id data, and Australian Bureau of Statistics 2016 Census data and population forecasts for Cardinia Shire.

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population growth table below, 22% of residents speak a language other than English at home.

- 7% or approximately 7000 people were from non-English speaking countries.
- The Australian Bureau of Statistics (ABS) estimates population growth between 2021-2041 for Cardinia Shire to be 56%. Much of this will be non-English speaking migration as there has been a significant increase in culturally and linguistically diverse (CALD) migration into the Shire between 2006-2016.
- Between 2016-2019 the Cardinia Shire population grew by an average of nearly 5%, compared to the Greater Melbourne average of around 2.5%. So, it would not be unreasonable to expect the CALD population to grow towards 15-20% in the coming years or approximately 30,000-40,000 people by 2041.
- Finally, the net migration figures suggest that around 17 people move to the Shire per week; many of those are new arrivals to Australia.

2016 census snapshot⁷

Cardinia Shire Total Population	94, 128	
Residents born overseas	17, 839 (19%)	
Residents from overseas (arrived five years before 2016)	14%	
Languages spoken at home other than English	22%	
Main languages spoken	<ul style="list-style-type: none"> • Punjabi • Sinhalese • Italian • Arabic 	<ul style="list-style-type: none"> • Spanish • Filipino-Tagalog • Hindi • Mandarin
People report difficulty speaking English	1,194	
Main religions other than Christianity	<ul style="list-style-type: none"> • Buddhism • Hinduism • Islam 	

Population forecasts⁸

2021	2041	Change 2021-2041
126,184	200,238	58.69%

Communities with the highest population percentage increase over the past ten years in Cardinia Shire⁹

⁷ Cardinia Shire Council Cultural Diversity Plan 2019-2023, p5.

⁸ Profile.id <https://forecast.id.com.au/cardinia>

⁹ Cardinia Shire Council Cultural Diversity Plan 2019-2023, p5.

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Ancestry	Population 2006	Population 2016	% change
Indian	207	2117	923%
Sinhalese	198	1212	512%
Chinese	242	1065	340%
Filipino	171	852	398%
Mauritian	158	638	304%
Sudanese	15	565	3667%

Net Migration 2017-2019¹⁰

	2017	2018	2019
Overseas Arrivals	867	874	896
Overseas Departures	285	318	352
Net Migration	582	556	544

Two final statistics are of note.

- 68% of people born overseas in Cardinia Shire earn negative income, no income or below \$1000 per week. This suggests that a large proportion of overseas migration relies on government support to some degree and takes time to settle into meaningful employment opportunities.
- Council is noticing that multicultural community growth will impact other council services. For example, the Aging Well Strategy recognised that there were almost 1500 new arrivals in 2016 aged over 65. This impact on other Council services will only grow.

Total personal weekly income of persons born overseas¹¹

\$1-400/week	30%
\$500-999	26.2%
\$1000-1999	23.4%
\$2000-2999	3.7%
\$3000+	1.5%
Persons earning nil income	11.3%
Persons with negative income	0.7%
Income inadequately described or not stated	3.2%

¹⁰ ABS

https://itt.abs.gov.au/itt/r.jsp?RegionSummary®ion=21450&dataset=ABS_REGIONAL_LGA2019&maplayerid=LGA2018&geoconcept=LGA_2019&datasetASGS=ABS_REGIONAL_ASGS2016&datasetLGA=ABS_REGIONAL_LGA2019®ionLGA=LGA_2019®ionASGS=ASGS_2016. Overseas departures are all residents, not just MC people. In 2020 around 999/year or just over 17 people per week. We expect this to also grow between 2021-2041.

¹¹ ABS

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Aging – new arrivals over 65 2016 Census¹²

Recent arrival country of birth	Population
India	360
New Zealand	222
England	163
Sri Lanka	142
Philippines	121
China	71
South Africa	61
Egypt	59

¹² Cardinia Shire Council Ageing Well Strategy 2019-2026, p9.

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3.3 Cardinia multicultural hub background data analysis

3.3.1 Introduction

We have assessed the relevant documents provided by Council as well as the recent academic literature on multiculturalism. This has allowed us to correlate the thinking within Council with broader trends and currents in multiculturalism.

We have completed an assessment of previous work undertaken by Brand Architects and CreativeVibe.¹³ We have focussed upon the following issues:

- Needs assessment – broader cultural activities and events.
- Multi-purpose usage.
- Existing and Other services.

3.3.2 Needs assessment – broader cultural activities and events

The Multicultural Hub Preliminary Feasibility Report identified a range of community needs and desires that were referenced in the original architectural plans.¹⁴ These options were discussed and further refined in the Multicultural Hub Engagement Report B.¹⁵ We have noticed that while the architectural plans accommodate many of the community's desires, the large multipurpose space dominates the spatial footprint. This large space is designated for the following usages:

- Sport and recreation – including basketball, indoor soccer, netball and badminton.
- Community events – including festivals, food sharing.
- Arts and cultural activities – culturally-based music and theatre events, new works.

While these activities can weave around each other in one sense, there is a lack of clarity in the short-term and long-term needs. For example, if basketball is the preferred sporting event, courts will be permanently marked on the floor. This can affect the expectations of preferred use when setting up for other sporting or cultural events. Furthermore, the "setup/bump-in" and "load-out/bump-out" for certain events may preclude usage for several days before and after the event, limiting the opportunities for other activities.

Multi-purpose usage

There are two issues with multi-purpose facilities.

¹³ Multicultural Hub Preliminary Feasibility Report (June 2020) and Multicultural Hub Feasibility Study Second Round of Community Engagement Report (June 2020)

¹⁴ See sections 4.1 and 8.1 respectively of the Multicultural Hub Preliminary Feasibility Report (June 2020).

¹⁵ Multicultural Hub Engagement Report B, p6.

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- Multi-purpose does not always mean multi-use. For example, there can be a range of issues that preclude multiple simultaneous events in adjoining spaces, such as sound isolation, the need for break out rooms and other ancillary facilities.
- Multi-purpose does not take usage time into account. So, for example, once a space is booked for an event, it cannot be booked for another.

In other words, intended flexibility and real-world usage often do not align.

Based on this, we note that there is no specific usage data for a week, month or yearly cycle that clearly shows the number of types of events and their required time allocations. For example:

- It has been suggested to us that the two basketball courts can be used for arts and cultural activities and cultural events, with the proposal that the space can accommodate 700 people (Theatre seating) and 550 people (Cabaret seating). While we do not dispute the intended flexibility of use of the space, we are concerned that there is a lack of realistic appraisal of a typical week of sport and recreation usage. A typical sports and recreation hall is rarely empty. Weekday evenings will be taken up with multiple games of basketball or indoor soccer from late afternoon to late evening. Weekends are also busy. If the opportunities for sports and recreational activities for multicultural communities are even remotely successful, there is realistically little, if any, time free for community and cultural events in the space.
- A typical cultural event or multicultural festival may require the exclusive use of a multi-purpose space for several weeks. This could be for rehearsal purposes, the security of expensive AV equipment, health and safety protocols once equipment is installed, and event meetings and run-throughs. One cultural event could see the multi-purpose space denied to other users for a week or more and possibly prioritising the space for rehearsals at peak evening and weekend times for even longer. If the Hub hosts ten cultural events per year, it is possible that groups may seek exclusive use for those events for 10-15 weeks per year or longer.
- The inclusion of suitable kitchen facilities would allow the Hub to host community round-table events, conferences and other commercial events. The detailed requirements for these kitchen facilities are dependent on a needs analysis. But, again, the amount of set-up time for such events would potentially preclude other usages.
- Performing arts and cultural events would typically require weekday evenings for rehearsals or bump ins, and at least Friday & Saturday nights for performances. As the multicultural communities swell in number in the coming years, there could be multiple dance, music or theatre groups wishing to book the large space for weekly evening rehearsals. Yet, these times are also essential for cultural and sport and recreation activities. We are concerned that

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multicultural communities, especially youth, will see scarce arts and cultural engagement opportunities and will have to look elsewhere.

- We are concerned that the noise levels within the multi-purpose space will either require extensive soundproofing throughout the facility or will preclude the use of other areas when activated. For example, areas such as the ground floor Community Rooms, and the first-floor Podcast and Recording Studios, Computer Learning Lab, Meeting Rooms may be challenging to use when music-based or sporting events are in full flight.

3.3.3 Existing and other services

- Existing Council services can be better integrated with the proposed Hub, relieving pressure on both space and programming and creating a robust integrated service model.
- We also note that there is a large hall and supper room with a stage, back of house, loading bay, commercial kitchen and bar facilities located one hundred meters away at the Pakenham Library complex. Our discussions with Pakenham Living and Learning suggest a desire to better integrate this space with the needs of the multicultural community, particularly if the proposed hub is to remain at PB Ronald Reserve.

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3.4 Analysis of Council strategies and plans

Several related Council documents were examined as part of the initial background research for the Multicultural Hub Feasibility Study. These included policy documents that would impact on the Council's ability to service the growing multicultural communities in Cardinia, including:

- Aging Well Strategy 2019-2025.
- Liveability Plan Strategic Directions Paper 2017.
- Cardinia Disability Access and Inclusion Plan.
- Arts and Culture Policy 2012-2017.

It was positive to see that multicultural and new arrival communities were specifically mentioned across the plans, which often quoted current demographic statistics and projections. Based on this observation, it is reasonable to conclude that the overall Council understands the diverse community within its borders. However, we have identified some limitations that are relevant to this study.

While this recognition of a complex demography is an essential step for any council, what seems to be missing from the plans and policies is a clear indication of how diverse cultural needs, norms and expectations will be met. For example, the Ageing Well Strategy succinctly outlines the cultural diversity of residents over 65 within the Shire (p.9). But there is no further discussion of whether these aging communities will require different age care services based on cultural needs or expectations. These could include:

- Cultural attitudes to aging and government support.
- Cultural attitudes to age and illness.
- Diverse views on who should be in a room or alone with an elderly person.
- Attitudes towards appropriate activities and activity leaders for the elderly.
- Attitudes towards death and burial.

The conclusions of the strategy towards active aging, inclusion, social services and so on are very sound, but there is no clear statement about how diverse cultural views and beliefs could potentially alter the Council policy. In other words, diverse communities are acknowledged but expected to assimilate with a 'monocultural' approach. A similar thing is found in the other policies. On the surface, this may not matter too much and could be countered with the argument that some flexibility is built into the service plans. However, this leads to the expectation that a Multicultural Hub somehow addresses the shortfall in 'approach diversity' within other Council strategies and no indication of how social cohesion is managed. There is a potential risk that the Hub will be expected to provide policy and support for this shortfall and further risk cultural siloing.

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There is a de facto segregation at play when the Hub is expected to be all things, speaking to the tension between new arrival communities finding understanding and security by being together in a Multicultural Hub and fitting into predetermined services.

Given the discussion above on multiculturalism and service integration changes, the current plans reflect these broader shifts. Part of the purpose of this feasibility study is to determine good practice and to develop a sector-leading practice towards multicultural services. Therefore, the question of approach diversity should be collectively discussed between all teams that deliver social services – aging, disability, arts and culture, youth, sport and recreation, etc. Otherwise, it is challenging to move beyond a siloed and uncoordinated approach to each of the services, which will reinforce outmoded service delivery models.

Particularly what needs to be addressed in the discussion is the emphasis within the language. For example, when we say ‘multicultural disability’ or ‘multicultural aging’, we emphasise cultural diversity and place pressure on cultural diversity services, like a Multicultural Hub, to provide for ‘disability’ or ‘aging’. Yet when we turn the idea on its head and say ‘disability that is diverse’ or ‘aging that is diverse’, we immediately place the expectation on other Council services to provide policies, action plans and services that are themselves diverse. The City of Yarra’s council-wide Social Inclusion Policy precisely achieves this outcome. Currently, Cardinia Council focuses on the former language, allowing social service provision to be partitioned around cultural background with a Multicultural Hub picking up the tab.

As part of the broader implications of this feasibility study, we are suggesting that Council addresses the question of how multicultural communities are to contribute to an overall sense of social cohesion within the Shire. As co-contributors and co-developers, the voices of diverse communities can be heard. Also, it is then possible to get a diversity of voices from diverse cultural groups and ensure that quieter voices are heard. This would include:

- Second generation voices that are already becoming intercultural.
- Non-racial diversity within diverse communities such as disability and LGBTQ voices.
- Voices from smaller CALD communities that are often underrepresented due to their numeric size or lack of a strong focal point or ‘elder’.

3.4.1 Cardinia Shire Cultural Diversity Plan

Based on the analyses above, looking at the Cardinia Cultural Diversity Plan 2019-2023, we can see that the Council is still aligned to a more traditional view of multiculturalism where services are

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provided to assist in binding new arrivals to their cultural communities rather than bridging between communities into a bigger and more complex society.

The Cultural Diversity Plan lists four priority areas.

Priority area	Action
Welcoming diversity	<ul style="list-style-type: none"> • Celebrate & foster Shire's growing cultural & religious diversity. • Strengthen Council's commitment to providing an inclusive community. • Create a greater understanding of our new and emerging communities. • Promote <i>Racism. It stops with me</i> through everyday anti-racism messages.
Building connections	<ul style="list-style-type: none"> • Support our new and emerging communities to grow traditional foods in the community setting. • Identify Mentors to participate in a Learn Local program supporting people from multicultural backgrounds to gain employment. • Develop a sustainable model to collate and disseminate information & deliver programs to our multicultural communities.
Promoting participation	<ul style="list-style-type: none"> • Support Victoria Police to gain a better understanding of our new and emerging communities. • Provide professional development opportunities to support agencies. • Deliver the South Sudanese Project.
Sharing outcomes	<ul style="list-style-type: none"> • Provide a voice for the Shire's multicultural residents. • Enhance Council's communication processes to reflect the Shire's growing cultural diversity. • Undertake a feasibility study to determine the most appropriate model for a multicultural Hub.

3.4.2 Contradiction within the Cultural Diversity Plan

The Cultural Diversity Plan presents as a strong 'all of Council' plan, yet it focuses on services rather than social cohesion, viewing cultural diversity as something towards which services are tailored. Therefore, the final action point of a Multicultural Hub (*undertake a feasibility study to determine the most appropriate model for a multicultural Hub*) makes sense in this setting.

However, the questions of chains of responsibility and whether multiculturalism is housed in a Hub or built into the whole council are not resolved. These tensions within the actual Cultural Diversity Plan are possibly what is leading to mixed messages from Council about the best site and operational model, making these decisions difficult for consultants and architects to address. There is no clarity

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on how the operational model integrates with the Council's approach to cultural diversity and social cohesion, how it will be supported within broader council priorities and strategies, or whether it is to operate individually.

Finally, there is tension between an implied 'hub & spoke' Council model and a singular Multicultural Hub model. In this sense, the question of the best operational model is secondary to the Council's clarity on multicultural integration and cultural diversity.

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4. Options Development and analyses

4.1 Introduction - 4 option sets

The brief for this project directed us to consider options for “place”, management models, services to be delivered and functional requirements. These are as follows:



- **Site options** – Five sites have been proposed, analysed and the best option recommended.
- **Management model options** – The most appropriate management models will be nuanced and determined by the position that the Council takes towards the future of interculturalism and social cohesion. Once this was determined, both a functional brief and a programming model were added.
- **Hub/Council integration models** – It is clear from our background research, and stakeholder consultations that understanding the relationship between a hub and other council services and teams is essential. The connection can take several forms; however, Council must be clear on its preferred form to ensure a united council-wide approach is possible.
- **Functionality options** –Functionality options were added to assist Council on the multicultural hub and whether to stay on the current site or move to a new one.

These four option sets are explained and analysed below.



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4.2 Potential sites – pros and cons

Five potential sites have been proposed and considered. Below is a brief SWOT Table for these sites.

Site	Strengths	Weaknesses	Opportunities	Threats
<p>PB Ronald Reserve</p> 	<ul style="list-style-type: none"> • Current site of Cardinia Living and Learning. • Site is well known to multicultural communities already. • Large surrounding park and recreation grounds. • Current site of community garden. • Close to the Library complex which includes community hall, supper room and commercial kitchen. • Close to council amenities such as bowls club and Men's Shed. • Relatively close to train station. 	<ul style="list-style-type: none"> • Single hub located within Pakenham and no spoke services to broader Shire. 	<ul style="list-style-type: none"> • Can be part of council plans for redevelopment of the area and the Master planning for the Reserve. • Opportunity to better integrate with other council services in the area. 	<ul style="list-style-type: none"> • The current Masterplan for the Reserve precludes any further expansion. A new Hub could be built on the current site but cannot reclaim any open space. • Single hub can limit the services offered. • Can create siloed CALD communities.
<p>Bourke Park</p> 	<ul style="list-style-type: none"> • Across the road from Pakenham train station. • Site is well known as a public gathering space. • Site has children's play equipment and music shell. • Safe streets next to the train station for evening access. 	<ul style="list-style-type: none"> • Relatively small land parcel to build sufficient footprint. • Little room for expansion, other than upwards making future growth potentially very expensive. • Compete with train users for limited parking space. 	<ul style="list-style-type: none"> • The area is likely to develop in the coming years, creating a potentially exciting social space. • Opportunities for commercial partnerships as area develops. 	<ul style="list-style-type: none"> • Any expansion will need to be vertical, slowly creating a more imposing building that will dominate the area. • Risk of social unrest if a prominent building close to the train station is only available for a small number of the Shire community.

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<p>Cardinia Life</p> 	<ul style="list-style-type: none"> • Would locate next to current Council sporting and aquatic facilities. 	<ul style="list-style-type: none"> • Poor public transport options and limited accessibility. • Currently isolated area and unappealing for evening access. 	<ul style="list-style-type: none"> • Could be part of a growing precinct that already houses several social services accessed by CALD communities. 	<ul style="list-style-type: none"> • Risk a decline in access, leading to social isolation for some CALD communities and limiting the business model of the managing organisation.
<p>Cardinia Cultural Centre</p> 	<ul style="list-style-type: none"> • Located next to thriving arts and culture centre. • Strong night-time arts access, alleviating some safety issues. • Some social services nearby that are already houses several social services accessed by CALD communities. 	<ul style="list-style-type: none"> • Poor public transport options and limited accessibility. 	<ul style="list-style-type: none"> • Locate Multicultural Hub in premier precinct with high aesthetic values, rather than at the back of town. 	<ul style="list-style-type: none"> • Limited opportunities for further expansion. • Limited council plans for further precinct development.

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Officer Council Offices



- Close to Officer train Station.
- Located within a burgeoning part of the Shire and growing council services.
- Located on site of new Council offices.

- Site still in development and potential need for Council to purchase land.

- Potential to locate Hub on 3rd floor of new Council offices could save money and time.

- Potential to locate Hub on 3rd floor of new Council offices is possibly unappealing to people from communities that see government as a threat.
- Would require a separate entrance and facilities that can be isolated from the rest of the building.

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4.2.1 Potential sites analysis

Our analysis of these sites plus discussions with local stakeholders showed a range of pros and cons for each site.

- **PB Ronald Reserve** – Pakenham Living and Learning, the current multicultural hub provider, has been situated at PB Ronald Reserve for many years. The location is well known and frequented, with easy access to surrounding cultural amenities and proximity to Pakenham Train Station. Recent community consultation in preparation for the new Reserve Master Plan suggests that the community are happy with the blend of open space and built facilities and do not want further encroachment onto the park's green spaces. Therefore, a new site on the reserve for a multicultural hub is highly improbable. However, redevelopment of the current site is possible, though the footprint would have to be carefully negotiated between encroachment on the park and the anticipated growth in service delivery needs. Council stakeholders certainly believed that conversation was essential and eminently resolvable for all parties.
- **Bourke Park** – The proximity of Bourke Park to Pakenham Train Station is undoubtedly a plus. However, the space is relatively small, with little room for expansion. Furthermore, several stakeholders questioned the safety of the site, particularly at night. This could severely limit any nocturnal activities and events at the hub.
- **Cardinia Life** – There is ample space close to the sports and aquatic centre where a hub could locate, and the Cardinia Cultural Centre is just a short walk away. There are amenities in the area such as shops and some support services. However, public transport is poor, particularly at night. There was a concern that this could limit the scope of activities and the number of attendees, putting pressure on the operational model.
- **Cardinia Cultural Centre** – The Cultural Centre is located in a beautiful setting next to a large lake. It is close to Cardinia Life and shares many of the same amenities. However, it also suffers from infrequent public transport access. Also, there is limited space on which to build a new multicultural hub. It is not clear where it might be located without impinging on car parking space or the possible expansion of the Cultural Centre.
- **Officer Council Offices** – Officer is one of the rapidly expanding suburbs of the Shire. There is a great deal of housing and new infrastructure. Council have recently built a new office building and relocated to the site, and the surrounding green fields are rapidly filling with new schools, shopping centres and office spaces. Several sites were suggested, including a greenfield site close to the Council office building, potentially to be purchased by Council or

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the third floor of the Council building. However, council stakeholders have indicated a lack of desire on the part of Council to allocate money for land purchase towards this project. There is also concern that locating the hub within the Council office itself would possibly be disruptive to Council workers, hub operators and multicultural communities. In addition, there would be limited space for expansion which would curtail the operating model, and any serious growth would simply restart the process of seeking a new site.

Furthermore, it was acknowledged that many multicultural communities come from countries where the relationship with government is fraught. Locating services for these communities within the council offices would lead many people to disengage from the hub due to their distrust of government. This would seriously disrupt service provision, socially isolate many community members and again jeopardise the operating model.

Recommendation

On balance, we have concluded that PB Ronald Reserve should be the preferred site option for a multicultural hub. The site is well known for such services, and there is a very positive community feeling towards being located at the park. It is a space close to other council services and amenities, and those relationships can be built upon. There is a large and well-serviced community hall one hundred meters away and the possibility for some clever urban design to better link the two buildings and grow the sense of community ownership over the park.

The most significant risk for this location is the imperative built into the PB Ronald Reserve Master Plan that no further building encroaches onto the park itself. Therefore, a new multicultural hub would have to be built on the current site and remain somewhat within the existing footprint. Given the likelihood that a hub will require more space – more meeting rooms, possibly a sound studio, a community kitchen – the design will need to be carefully considered to ensure the feasibility of the hub as multicultural communities and their needs expand. This is not an impossible task; however, the question must be treated with some care.

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4.3 Management Models

4.3.1 Four Original Management Models for Cardinia Multicultural Hub

Introduction

Below is our examination of the four proposed management models. It consists of:

- A SWOT analysis of the four proposed models,
- Two further models,
- A final proposal of preferred options.

We identified two further options that were not initially considered in the feasibility proposal during our consultations and research. We believe these two models are critical in assisting Council in making the best decision on a management model moving forward.

The four proposed models

The original four management models are:

1. Cardinia Shire manages the facility and appoints a coordinator/manager.
2. Cardinia Shire manages the facility, and a community advisory group supports it.
3. The management of the facility is tendered out to a not-for-profit group to manage.
4. A cooperative is established to manage the facility.

(Model descriptions taken from MC Hub Preliminary Feasibility Report, June 2020)

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4.3.2 Four proposed management models SWOT analysis

Model	Strengths	Weaknesses	Opportunities	Threats
<p>Cardinia Shire manages the facility and appoints a coordinator/manager</p>	<ul style="list-style-type: none"> • Full Council financial support. • Hub is part of a bigger Council team. • Council can determine strategies, practices and direction. • Integration with other Council services. • Better integration of multicultural communities into the wider Council • Less siloing. • Minimise siloing of multicultural communities. 	<ul style="list-style-type: none"> • Direct cost to Council • Subject to internal Council politics. • Lack of independence from Council. 	<ul style="list-style-type: none"> • Flexibility as general social attitudes shift. • Spread costs across departments. • Bring multicultural community strengths into Council. • To think through interculturalism – including indigenous and mixed-race communities. • Opportunity for imaginative programming. • Opportunity to be sector leading in operational model and programming • Opportunity to collaborate in program delivery with other Council service areas. 	<ul style="list-style-type: none"> • Proliferation of roles adding to the costs. • Overt administrivia.
<p>Cardinia Shire manages the facility, supported by community advisory group</p>	<ul style="list-style-type: none"> • Strong Council financial support. • Community can collaborate with Council and feel their input is valuable. • Community is more independent and freer to advise and critique. 	<ul style="list-style-type: none"> • Relationship between Council and advisory group is critical. • Politics and representation issues in advisory group. • Inter-racial, Inter-tribal and inter-family tensions 	<ul style="list-style-type: none"> • Can include a range of advisors from different communities and age groups etc. • Sense of community ownership. 	<ul style="list-style-type: none"> • Difficult to move to intercultural model without disrupting whole model. • Nepotism/factionalism etc within the community advisory group.

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		that white managers do not know how to navigate.		<ul style="list-style-type: none"> • New community representation on the advisory group.
Management by tendered not-for-profit group	<ul style="list-style-type: none"> • Independent of Council. • Reduces Council costs. • Can seek funding from a range of sources. • Independent programming. 	<ul style="list-style-type: none"> • Easy for Council to silo multicultural services. • Lack of integration with other Council services – aging, disability, youth, arts, sport & rec etc. • Social isolation from broader community. • Slower integration into Australian life. • Lack of integration with other communities – indigenous, mixed race etc. 	<ul style="list-style-type: none"> • Opportunity for independent and imaginative programming. • Opportunity to seek independent funding sources. • A chance to integrate multiple services such as adult education and Neighbourhood House services. • An opportunity to draw the whole community into the 	<ul style="list-style-type: none"> • Funding shortfall can adversely affect programming and community support. • Management organisation can pull out – risk of turnover of management and adversely affecting operations and programming. • Shoestring and unimaginative programming.
Management by a community cooperative	<ul style="list-style-type: none"> • Community-run. 	<ul style="list-style-type: none"> • No independent voice. • Unclear on funding model. • Risk of community siloing away from rest of Council. • Risk of power politics and one or two groups taking control. • No Council oversights. 	<ul style="list-style-type: none"> • More likely to be a multicultural community network alongside a Council managed hub. 	<ul style="list-style-type: none"> • Unsure how this model responds to sector developments.

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4.3.3 Analysis of the four proposed models

In terms of the four original models, the two preferable ones are:

- Cardinia Shire manages the facility and appoints a coordinator/manager.
- The management of the facility is tendered out to a not-for-profit group to manage.

A Hub manager can be mandated to integrate into other Council services, programs, and offerings in a Council-run facility. In other words, the mandate would be to 'multiculturalise' other Council services. This is one way to avoid siloing of multicultural communities and reflects the emerging trend of integrating multicultural, intercultural and monocultural communities. While the cost of managing an entire Hub could be prohibitive for Council, there are ways to develop programming that outsources to service providers who can access non-Council funding.

This model is common within many community arts centres across the Victorian Local Council landscape, where a Council manager oversees a diverse outsourced set of programs. The manager functions as a pivot – or even a conduit – between the Council's broader community programming on the one hand and offerings of the hub on the other.

If the second model is preferred – hub management tendered out to a not-for-profit managing organisation – we recommend considering a more expanded and integrated version. The expanded hub that provides community services and programs to the broader community can then function as a space for social inclusion and better integration for new arrivals. Pakenham Living and Learning already prove the validity of an expanded operational and programming model, functioning as both a Neighbourhood House and an Adult Learning Centre. This allows for multiple funding streams and sources.

Both models provide flexibility with management that is incentivised to develop and rethink programming based on changing community needs and by reading the winds, so to speak, of new ideas in the Local Council space. There is an opportunity to test and experiment with programming that is impossible under the other management options. While it is true that new arrivals to Cardinia Shire will need support for service access, longer-term multicultural residents can benefit from a range of possible programs and options. Service needs mustn't be conflated with programming *opportunities*. Service needs must certainly be met to ensure new arrivals are being supported immediately. However, programming can be much more imaginative and forward-thinking, responding to community desires and pushing them forward.

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The two other original management models:

- Cardinia Shire manages the facility, and a community advisory group supports it,
- A cooperative is established to manage the facility,

are probably the least effective models and will tend towards a siloing of multicultural communities.

There is a risk of the hub becoming 'our space' for a small portion of the multicultural community which will isolate other communities and disincentivise moves towards social cohesion. There is a risk that the hub will fall behind sectoral developments. Also, it rewards repetitive cultural expression and discourages new approaches. It is widespread for multicultural communities to live an atrophied version of their culture that does not keep up with changes in their country of origin. A community advisory group or cooperative model can push for cultural versions that are at odds with both trends in multiculturalism in general and cultural changes within the community itself.¹⁶

Finally, these models do not allow for an independent manager to explore or push what a hub can actually offer and achieve. In one sense, these models would provide multicultural communities with a voice in the running of the hub. However, there is a genuine risk of certain strong voices within one or two communities starting to dominate the landscape. Furthermore, there is no opportunity for new ways of thinking about culture within a Local Council setting or to provide people from diverse communities with anything other than more of the same.

Assessment

Based on the evidence above, and in the context of the four-options matrix, we have assessed that Option 3 – "Management by a tendered not-for-profit group" provides the greatest flexibility for Council and probably the best opportunity to embrace emerging models of cultural integration. It also limits Council's financial investment in hub management, which is the greatest drawback of Option 1. However, during our review, we have identified two further model options for consideration.

4.3.4 Other possible management models

Two further models have been identified during this study they are:

- **Hub & spoke model** – Hub provides some essential services and programs but integrates into broader council and locational services and opportunities. This can be either Council or NFP managed.
- **Social integration model** – independent NFP runs an expanded community hub with services and programs in which multicultural programming are just one part of the offerings. This fosters community integration within the hub and can avoid siloing. In addition, this flips the

¹⁶ Dean's experience with the Horn of Africa Communities Network was precisely in this area.

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Hub/Council relationship and makes the hub part of a more extensive supply for community support, activities and opportunities.

Other possible models - SWOT analysis

Model	Strengths	Weaknesses	Opportunities	Threats
Hub & spoke model	<ul style="list-style-type: none"> • Lower Hub management costs • Cost-effective integration into existing services. • Cohesive integration with services limits siloing. • Lowers expectation that a hub can satisfy all multicultural needs. 	<ul style="list-style-type: none"> • Relies on but-in from all of Council. • Is a long-term plan that needs to be introduced slowly. • Probably needs to be Council run to ensure integration. 	<ul style="list-style-type: none"> • Cost effective use of existing services. • Encourages all council services to consider cultural diversity in their strategic planning. • Encourages Council to consider developing a cultural diversity plan. 	<ul style="list-style-type: none"> • Deliberate pushback from other parts of Council could see some service needs fall through the cracks. • Risk that cost-effectiveness makes management unattractive to NFPs.
Social integration model	<ul style="list-style-type: none"> • Encourages a hub that focuses on intercultural strategy rather than multicultural. • Attractive to NFP to run. • Contribute to social cohesion by offering programs beyond race. 	<ul style="list-style-type: none"> • More expensive to run, therefore requires a solid funding model. • Needs full Council support. 	<ul style="list-style-type: none"> • Embraces Social cohesion model. • If designed well, it can vitalise the whole community and bring different cultures and communities together under one roof. 	<ul style="list-style-type: none"> • As multicultural communities grow, there is a risk to programming. • Risk to room availability as programs grow. Possible need for expansion within a few years.

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4.3.5 Reflection on the two new management models

There are three elements that a multicultural hub needs to consider:

- The services and programming that a hub provides to the multicultural communities within a Local Council,
- The integration with other council services and programs offered to the entire community,
- The integration with the broader community itself.

While it is easy to see the first point reflected in the four original operating models, the other two are harder to recognise. The four original management models would seem to indicate that Council's thinking about multiculturalism is based around the idea of a site with discreet services that are not necessarily integrated with other council services. There is little to suggest there is a mechanism in place for integration with other council services or with the broader community. The hub is viewed as an isolated entity from the rest of Council, particularly as multicultural support is not evidenced in other Council areas. There is a Disability team, an Aging Well team, and so on, but only multiculturalism is discussed as requiring a 'hub' rather than an 'approach'. Our consultations clearly show that this model is losing favour for either cultural integration across council services (social cohesion) or for a more complex (intercultural) hub.

Pakenham Living and Learning have already responded to this issue, currently providing services and programs for all communities within the Municipality. Their multicultural services are just one part of a broader suite of offerings, and this is encouraging some degree of cultural connection and social cohesion. Yet, the proposed new building is exclusively multicultural, limiting social integration and degrading the current business model. One could almost say that this model is a dis-integration of what is currently being offered.

Furthermore, in terms of what a hub could potentially offer and as ways to show leadership in the area for other councils to follow, there are two further models that should be considered – the 'Hub and Spoke' and 'Social Integration' models. Pakenham Living and Learning's model is closer to the latter.

From our research and analysis, we suggest that the current situation presents a perfect opportunity for Council to think about how it integrates its services. Three essential elements emerging in the discourse are:

- Hubs that provide services and opportunities right across the community spectrum. These seek to integrate communities through inclusive programming and opportunities.
- Hubs that provide minimal or essential services while encouraging better integration into other council services. This also recognises that many services designated as 'multicultural' only

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apply to a small part of the multicultural spectrum. For example, a multicultural hub does not support second generations, people who use non-race identifiers and intercultural individuals.

- A hub needs to support people as they move into the broader community and assist with the integration into other Council services.

These elements represent an opportunity for Council to consider its service integration and how a hub would support that integration. For example, Council could limit the services and programs within the hub itself and integrate with other current Council services. Or Council services and programs for the broader community can be offered within a hub that incorporates all communities in a programmatic space. This is a model that other Councils are starting to move towards, such as the Darebin Intercultural Centre, which has multicultural and indigenous advisory groups and input from the broader (monocultural) community.

Ultimately, the purpose is to avoid silos and minimise the risk of other communities also demanding their own 'hub'. An integrated model, therefore, fosters a sense of equity within the whole of Council. It also encourages a diversified funding model that takes the pressure off Council to be the sole or major source of operational funding. Pakenham Living and Learning, Darebin Intercultural Centre and the CMRC are all structured to allow for multiple funding sources. As both a Neighbourhood House and an Adult Education Provider for the whole community, Pakenham Living and Learning can source funding from the DHS and the Education Department, alleviating financial pressure from Council and reinforcing a diversity of approach and programming.

4.3.6 Two preferred management models

Two preferred management models have emerged from our analysis, and these are the two that formed the assumptions of our Phase 3 modelling. These are based on the position council eventually takes on social cohesion. These options are as follows:

Option 1: low service/high integration

In this option, which is a variant on the Hub and Spoke model, the hub provides services to multicultural communities but recognises that these are mainly for new arrivals. The hub programming offers essential services for new arrivals and assists in their integration into the relevant cultural group (bonding social capital). This model seeks to maximise social cohesion in the community and away from the hub.

Council would manage this hub, as there is less likelihood of receiving sufficient funding from other government agencies due to the decreased service provision, with a council appointed manager. The manager would be responsible for hub management, community integration and integration into other

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council services post-settlement. The hub would be a transition zone for new arrivals, with longer-term services being taken up by other council providers who would add cultural diversity to their strategic planning, advisory groups and grant programs.

Option 2: broad service/hub integration

In this option, a variant of the Social Integration model, the hub functions as a site for broad intercultural and multi-community integration. The hub offers some key programs for new arrival communities, but these are part of a more expansive suite of whole-of-community programs. In this way, the hub is a place for bridging social capital through its mandate of welcoming everyone and programming to emphasise this.

This hub would be managed by an independent NFP entity that would be able to source funding from a range of areas due to the diversity of its programs. Council would provide targeted funding for integration towards further social integration outside of the hub context and into other council services. For example, Council would help encourage integration with youth services, sport and recreation opportunities, and arts and culture opportunities.

Common to both models are the following elements:

- An overall intention towards a social cohesion model
- An intention to better service parts of the multicultural communities that are often not addressed (second generation, LGBTIQ, intermarried)
- An intention to better integrate all council services
- An intention to increase diversity in representation such as advisory groups
- Programming that recognises forms of diversity beyond race

These models provide an opportunity for Council to ensure high quality and diverse service provision while also moving forward in its thinking about culture. The two significant differences between the two models are in Council financial support and community integration. In the first model, the hub would be deliberately kept small and only provide essential services to a small group of new arrivals. In funding this model, Council has control over the flow from the hub towards better integration with the broader community. It can ensure that the hub does not become a silo. In the second model, the hub is expanded for an all of community approach towards services and programs. The funding is necessarily diffuse due to the range and complexity of programs and relevance to the service delivery needs of other government agencies. There is a two-way flow between the hub and the broader community that is not funded by Council but facilitated by council integration. Both these models fit with the changing nature of multiculturalism

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4.4 Hub/Council integration models options and analysis

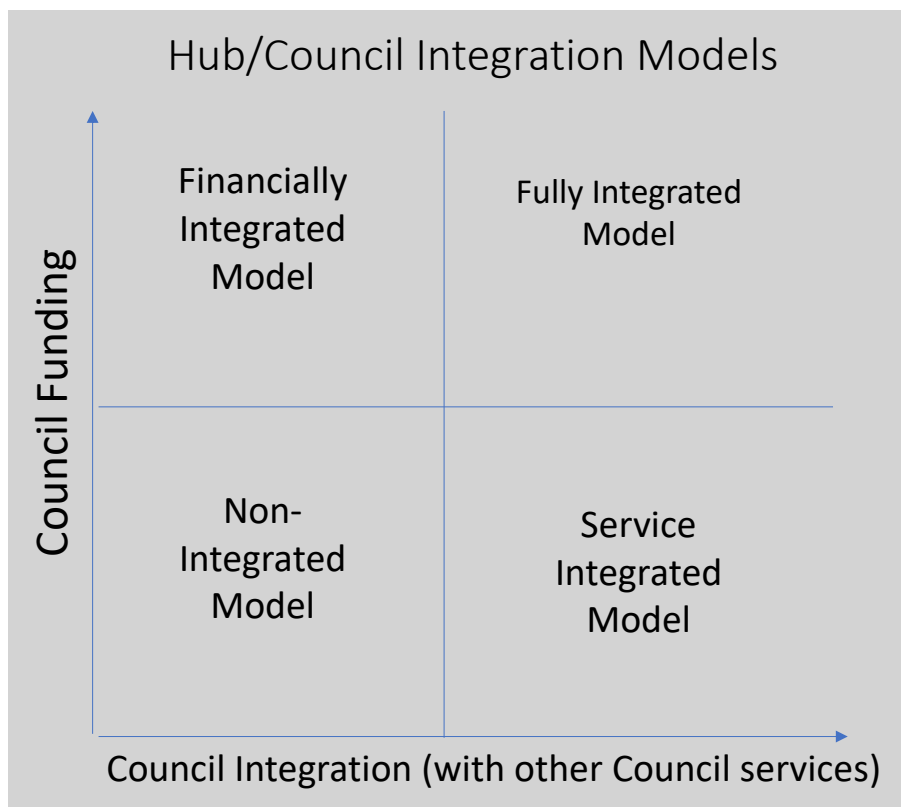
The third set of models pertain to the integration between the hub and other council services. There are several possible models for this:

1. **Non-integrated model** – In this model, the hub is run by an NFP entity that sources independent funding. It engages with the community, but its relationship to Council is simply as a tenant of a Council-owned asset. A tender process may set some of the operational parameters, but the provider would operate mostly independently.
2. **Financially integrated model** – This model would require Council operational funding and would therefore have more oversight of the operations and programming. The facility could be either Council-run with an appointed manager or run by a NFP organisation predominantly funded by Council. Council would have more input into operations and programming though the facility would not be fully integrated into Council as a separate team.
3. **Service integrated model** – In this model, the services of a multicultural hub are integrated into the other services provided by Council, such as sport and recreation, disability, arts and culture. The hub may or may not be financially funded by Council, though the service agreement is structured around integrated provision.
4. **Fully integrated model** – in this model, multicultural services are entirely subsumed as a division or team within Council. Council wholly owns and runs the team, possibly outsourcing some essential services. It is then up to the multicultural; team as to how they navigate the changing nature of the field.

4.4.1 Hub/Council integration models analysis

These hub/council integration models are dependent upon the financial and structural preferences of Council. This can be mapped on an X-Y Axis where the non-integrated model is an example of no financial or structural commitment from Council. Conversely, the fully integrated model is an example of a total financial and structural commitment.

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Council stakeholders have indicated the Council preference is for a cost-neutral option. In this case, both the Fully Integrated and Financially Integrated models are not preferable. The Non-Integrated model most resembles an older multicultural model where providers are in rental agreements for the use of a Council asset but operate an independent service with little oversight beyond a yearly report to Council and various funders.

4.4.2 Preferred hub/Council integration model

The Service Integration model most suits the developments within the multicultural sector. It allows for a NFP to broaden programming by seek multiple funding sources, minimising the reliance on Council’s financial commitment while also integrating into other areas of Council. The hub can offer multiple intercultural services and programs and work closely with Council towards strengthening integration and social cohesion. This model is the most likely to encourage both bonding and bridging social capital.

Furthermore, this model allows for a variant of the hub and spoke operational model where team managers can work closely with the hub manager to integrate services across Council assets, address the issues of intercultural isolation and seek funding from other government agencies for integrated projects and programs.

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4.5 Functionality options development and analysis

Based on the above discussions, we can now begin to see the functionality options more clearly. There are three functionality options to consider:

- **Current facility renewal** – The simplest solution would be to expand and remodel the existing building.
- **Current site redevelopment** – This option is to remain on the current site but demolish the existing building and build new.
- **A new facility on a new site** – this option proposes to leave PB Ronald Reserve for a new site and new building.

4.5.1 Functionality options development table

Option	Description	Key Functions	Availability/suitability of existing facilities	Facility investment required	Other actions operational, Council strategies and plans	Management model impacts
Renew the current building	<ul style="list-style-type: none"> • Remodel the current building based on perceived future needs. 	<ul style="list-style-type: none"> • Service the growing new arrival community. • Provide settlement services with some cultural events. • Limited intercultural options. • Limited social enterprise options. 	<ul style="list-style-type: none"> • Current building is suitable for limited multicultural support. • Is unlikely to support proposed community expansion. • Accommodation of growing new arrival communities will see a limiting of intercultural programming. • Identified need for a community kitchen 	<ul style="list-style-type: none"> • Minimal investment for internal remodelling and refurbishment. 	<ul style="list-style-type: none"> • Fits PB Ronald Master Plan imperative for no new expansions at the park. 	<ul style="list-style-type: none"> • Limited programming will limit funding possibilities. • Limits operational viability for NFPs. • Increased likelihood of becoming a council managed facility.

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			potentially compromised due to spatial limitations.			
Redevelopment on the current site	<ul style="list-style-type: none"> Demolish the current building and build on the site. 	<ul style="list-style-type: none"> Can be designed to meet growing needs and new opportunities. Support an intercultural model. Expanded project portfolio opportunity. Greater options for cultural events and social enterprise training. Community kitchen. 	<ul style="list-style-type: none"> Existing site appears suitable for a reimagined space. 	<ul style="list-style-type: none"> Funding for a new building. Potential soundproofing costs. Cost of a community kitchen. 	<ul style="list-style-type: none"> Fits PB Ronald Master Plan imperative for no new expansions at the park. Hub and spoke integration with Council. 	<ul style="list-style-type: none"> More robust opportunity for NFP management. Management model based on expanded programming to minimise Council funding. Opportunity for more diverse funding streams. Opportunity for better integration into the broader community.
New facility on a new site	<ul style="list-style-type: none"> Choose a new site for a purpose-built new facility. 	<ul style="list-style-type: none"> Provide integrated cultural services. 	<ul style="list-style-type: none"> Rejection of existing facilities and site for a new site and building. Potential transport infrastructure costs. 	<ul style="list-style-type: none"> Funding for a new building. Possible funding to buy a suitable land parcel. 	<ul style="list-style-type: none"> Yet to find a site that genuinely challenges PB Ronald Reserve. 	<ul style="list-style-type: none"> Opportunity for NFP management. Management model based on expanded programming to minimise Council funding. Opportunity for more diverse funding streams.

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4.5.2 Functionality Options Analysis

The three functionality options are more defined by their limitations than their strengths.

This can be understood in two ways – how factors limit the functionality of an option and how the option limits the operational model, programming and service delivery.

- a. **PB Ronald Site renewal** – The first option to renew the current building is limited by an internal spatial arrangement that was responding to a previous set of needs and expectations of growth. As this report stresses, the community's needs are changing rapidly, and cultural diversity is expanding. The current space also limits programming opportunities as there is limited room for expansion. The current site will not accommodate the expanding needs of community – both demographic and cultural expansion –, and therefore, programs will have to become more streamlined and targeted. If there is a growth in new arrivals to the Municipality, as predicted, then programs will need to cover this expansion at the expense of a broader suite of offerings. This will severely limit the operational model as funding sources will also narrow. There is a risk that as the program shrinks, management by an NFP becomes financially unviable without increased Council support.
- b. **New build at PB Ronald** – The second option of a new building at PB Ronald Reserve is limited by the Master Plan imperative for no further facility encroachment on the space. A new building can undoubtedly be erected on the current site, though this will be limited by the size of the footprint and the ingenuity of architects to maximise space.
- c. **New Site** – The third option of a new site and a new building is limited by the paucity of a suitable location and transport options. A train line connection is essential, as bus services are too irregular outside of peak hour transit, particularly in the evenings. Where proximity to a train station is possible, other limitations then become apparent. Burke Park is ultimately too small a site and lacks dedicated parking. The Officer location is unclear, with one possibility of the third floor of the Council offices being too odorous for many communities and Council purchasing a greenfield site close to the offices potentially too costly for Council.

4.5.3 Recommendations

Ultimately, there is currently no clear alternative that would fulfil the critical internal and external functional briefs to a degree as to improve on the viability of the PB Ronald Reserve site. Alternative locations are likely to negatively impact the overall operations of the facility and often in multiple ways. To remain at the Reserve and simply refurbish the current building faces spatial limitations that

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potentially limit community access, programming and ultimately the operational model. There is also the risk of the services being inundated by the projected rapid population growth.

In our opinion the second functionality option of a new building on the current Pakenham Living and Learning site is the best option moving forward. It is the superior transport and access option with the capacity for growing the night-time usage. It requires no further land purchase from Council. A facility can be designed and built that:

- Responds to both current and perceived future community needs with room for expansion,
- In its style and façade can integrate with the natural surroundings of the park,
- Can utilise current infrastructure already at the site, such as the community garden to further integrate with the community and at the park,
- Can utilise current infrastructure already at the Reserve, such as the community hall, to maximise existing Council facilities.

For Noting - Potential Negative Impacts on Pakenham Living and Learning

This NFP organisation currently services multicultural communities and offers a broader range of services to the whole Shire. They function as a de facto Multicultural Hub, yet they also provide a range of community services such as first aid training, wellness sessions, a men's shed and so on.

They currently embody a model which is more akin to social inclusion and social cohesion, providing a community space where both Australian-born and CALD communities can intersect and grow. The separation of services would undermine their operating model, take away a raft of services they supply, and potentially isolate and silo CALD communities.

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4.6 Integration of 4 Option Sets

4.6.1 Integrated Options Set table analysis

As multiple options have been presented and analysed in these four sets, with preferred options stated. Below is a table that brings these options together to show how the preferred options integrate.

Integrated options summary table

Green = Recommended

Yellow = Possible

Red = Not Recommended

Option Sets					
Site Option	PB Ronald Reserve	Burke Park	Cardinia Life	Cardinia Cultural Centre	Officer Council Offices
Original management model options	Cardinia Shire managed with appointed manager	Cardinia Shire managed with community advisory group	Not-for-profit management	Management by community cooperative	
New management model options and Variants	Hub and Spoke model	Social integration model	Hub and Spoke model variant – low service/high integration	Social integration model variant – broad service/high integration	
Hub/Council integration options	Non-integrated model	Financially integrated model	Service integrated model	Fully integrated model	
Functionality options	Current facility renewal	Current site redevelopment	New facility at new site		

From this table, a picture of an integrated hub is now apparent:

- The hub should remain at PB Ronald Reserve (preferred site option) with a redevelopment on the current Pakenham Living and Learning site (preferred functionality option).

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- Council should seek to integrate multicultural and intercultural services right across the service portfolios (preferred hub/Council integration option). This will increase the opportunities for social cohesion, especially as the population and diversity continue to grow.
- Hub management by a NFP seems not only a viable option but possibly the most flexible option with regards to programming and funding streams (preferred original management option).

Given these conclusions, there are two outstanding options for Council to consider in the context of the four Option Sets.

Final options for Council’s consideration

Option Sets	Option 1	Option 2
Site Option	PB Ronald Reserve	PB Ronald Reserve
Original management model options	Not-for-profit management	Not-for-profit management
Hub/Council integration options	Service integrated model	Service integrated model
Functionality options	Current site redevelopment	Current site redevelopment
New management model options and Variants	Hub and Spoke model variant – low service /high integration	Social integration model variant – broad service /high integration
Impacts	Low Service – Focus on the traditional approach to Multiculturalism and new arrivals. Potentially more limited range of funding sources for NFP operator to access.	Broad Service – Intercultural approach – broad range of service across community not limited to above. NFP Operator may be able to access broader range of funding sources.

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5. Economic and Financial Impact Assessments

Economic Impact Assessment

Introduction

This Feasibility Study has continually stressed the importance of social cohesion and the benefits of an expanded Multicultural Hub that better integrates services across Council. Based on the evidence, it is reasonable to assume that a social cohesion model will also produce positive economic impacts. Some of these economic impacts will be direct, such as increased income-generating opportunities for the new hub. Other impacts will add economic value to the community, such as increased employment opportunities or reduced social services costs.

Our economic impact assumptions have, in part, been informed by the 2019 Deloitte report *The Economic Benefits of Improving Social Inclusion*.¹⁷ The report stresses that 'Australia's future prosperity depends on our ability to include people who bring difference in all its many dimensions to our national endeavours'.¹⁸ While the report focuses on national priorities, we believe its conclusions are scalable for a local government context. Indeed, it stresses the localism of social cohesion that then builds to a national scale.¹⁹

Broadly economic the economic benefits arising from improving social inclusion can be summarised as:

- **Increased productivity in the workplace** – diversity can be a source of creativity and innovation. It can also improve profitability and target key market segments.
- **Improved employment outcomes** increase the capacity for people to seek employment, gain longer working hours, and contribute to local economies.
- **Improvement in mental and physical health** – social inclusion counters isolation and increases community participation. It reduces health problems and increases local community engagement, making people more likely to spend time and money within the local community.

¹⁷ Deloitte, *The Economic Benefits of Improving Social Inclusion: A Report Commissioned By SBS*, August 2019.

¹⁸ *The Economic Benefits of Improving Social Inclusion*, 3.

¹⁹ See, for example, pages 11, 24 and 36.

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- **Reduced cost of social services** – social inclusion minimises the cost of social services, easing pressure on local government support systems.
- **Inclusive growth** – As workforce participation and wages increase, local economies benefit from the increased financial stability.

The economic impact for a new multicultural hub can be divided into two parts – the construction phase and the operational phase.

Construction phase assumptions

Based on current and estimated future service needs, we have developed a high-level functional brief that allocates areas by square meters (m2) and a notional estimate of design and constructions costs. We stress that this is not a formal estimate, and Council should engage relevant proper design and QS advice. Nevertheless, we have developed these estimates to enable an initial economic impact assessment to be forecast.

Construction Costs - Estimates only - Requires formal QS

<u>Reference Rawlinsons 2019 - Melb.</u>	<u>Indicative Rates per</u>	
	<u>m2</u>	<u>\$/m2</u>
2 Storey Full finished Offices		\$ 2,030
University Lecture Theatre Type Building		\$ 3,645
Our estimate for Design/Construct Above - Avg		\$ 3,000
Based on the above and per the room schedule in Appendix	New MCH = 2587m2	\$ 7,759,800
Plus 12.5% of the above further provision for design and fees		\$ 969,975
Plus, provision for externals		\$ 1,500,000
Plus 20% contingency and fit out		\$ 1,851,960
Plus, provision for demolition (2500m2 x \$100/m2)		\$ 2,500,000
Total estimate Design and Construct		\$ 14,590,410

Note: We estimate the current footprint of the old building to be approximately 2,500 - 2,800m2 plus externals.

Based on our services needs analysis and with reference to standard cost guides, the related demolition, design, construction costs along with contingencies (all require formal QS) are broadly estimated to be \$14.6 million.

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Detailed Economic Assessment

Lawrence Consulting was commissioned by Randall Arts Management to undertake an economic assessment of the proposed Cardinia Multicultural Hub (MCH) on behalf of Cardinia Shire Council. The aim of the analysis is to demonstrate the economic benefit of the project to the Cardinia local government area (LGA), Greater Melbourne region and Victoria and subsequently ensure the efficient allocation of public and private funding.

The scope of this economic assessment included:

- Determination of the total direct, indirect and consumption-induced economic benefit to the economy of the Cardinia local government area (LGA) of the development of the proposed Cardinia MCH; and
- Evaluation of the direct costs and benefits to the community resulting from the proposed MCH.

This report details the following key components of the economic assessment undertaken:

- Economic impact analysis (including direct, indirect, consumption-induced and catalytic/spill over benefits);
- Evaluation framework and guidelines;
- Cost benefit analysis (including approach, key inputs and assumptions and scenarios modelled);
- Results of analysis, including Net Present Value (NPV) and Benefit Cost-Ratio (BCR); and
- Sensitivity analysis.

The economic impact assessment has concentrated on both the construction and operating phase of the proposed Cardinia Multicultural Hub as well as improved levels of social inclusion and consequent benefits for employment outcomes, productivity and quality of life in the region as a result of the project. The MCH development may also be a catalyst for further commercial development within the area surrounding the cultural precinct, although this has not been included as part of the analysis.

The following sections of this report present the results of the economic assessment.

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Approach

Cultural precincts such as the proposed Cardinia Multicultural Hub generate economic benefits for the regional economy through expenditure associated with the development and construction of the site and infrastructure as well as the on-going benefits associated with increased expenditure / turnover within the region that would otherwise not have occurred and improved levels of social inclusion and consequent benefits for employment outcomes, productivity and quality of life.

The contribution made by the proposed MCH to the economy of Cardinia Shire, Greater Melbourne and Victoria has been assessed using the **LocalImpact** economic model developed specifically for these regions by Lawrence Consulting. The stimulus from economic activity can be traced through the economy in several different ways:

- The first-round effect, or direct effect, are those from the activities expenditure in purchasing goods from other industries;
- The second-round effects are those from the supplying industries increasing their purchases to meet the additional demand. The second and subsequent rounds of purchasing are termed the indirect effects; and
- The consumption-induced effects, which recognise that the level of local production is important in determining regional levels of household consumption, that this in turn will be spent locally to a large extent and therefore influence the level of regional consumption and the level of output of each sector.

Note: Caution should be exercised when interpreting the consumption impacts as they are generally expected to overestimate the actual impact as they involve assumptions about fixed relationships between income and consumption patterns. These factors mean that the consumption-induced effects should generally be treated as the upper bound of estimates of economic activity. A full explanation of the assumptions underpinning the use of input-output modelling is contained in Appendix A.

These effects can be represented by multipliers. There are commonly four different types of multipliers:

- Output;
- Income;
- Employment; and

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- Value added.

Output

The output impact measures the increase in gross sales throughout the whole economy by summing all the individual transactions resulting, directly and indirectly, from the economic stimulus. The output impacts, are however, regarded as overstating the impact on the economy as they count all goods and services used in one stage of production as an input to later stages of production, hence counting their contribution more than once.

Income

The income impact measures the additional amount of wages and salaries paid to employees of the industry under consideration and to other industries benefiting from the stimulus to the economy.

Employment

The employment impact measures the number of jobs created by the stimulus, both directly and indirectly. It should be noted that the short-term response to increased demand might be for employers to ask existing staff to work overtime. As a consequence, lower employment than the level indicated by the economic impact of the stimulus will result. This short-term scenario is particularly true where the demand stimulus is seen as temporary or where there is spare capacity in the economy (i.e. unemployment).

Value Added

The value added or Gross Regional Product²⁰ (GRP) impact measures only the net activity at each stage of production. GRP is defined as the addition of consumption, investment and government expenditure, plus exports of goods and services, minus imports of goods and services for a region. The GRP impacts are the preferred measure for the assessment and contribution of a stimulus to the economy.

Input-output techniques provide a solid approach for taking account of the inter-relationships between the various sectors of the economy in the short-term and hence are an appropriate tool for determining the direct and indirect economic impact of the proposed Cardinia MCH.

²⁰ This is also known as Gross State or Territorial Product (GSP) or Gross National Product (GNP) depending on the level of the analysis.

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Displacement & Leakages

Displacement arises when an economic stimulus such as the proposed Cardinia MCH development takes market share from other existing local firms or organisations, or 'displaces' alternative uses of project funds that might otherwise have occurred. Leakages are defined as the proportion of project outputs that flow out of the catchment area, i.e. purchases from outside the region.

For the purpose of this analysis, during the construction phase of the proposed MCH it has been assumed that the Cardinia local government area (LGA) is a closed economy, i.e. any displacement and leakages are considered marginal. All expenditure related to these elements of the project is therefore assumed to be made within the region – where not otherwise identified – in order to represent the additional economic activity generated by the proposed Cardinia MCH.

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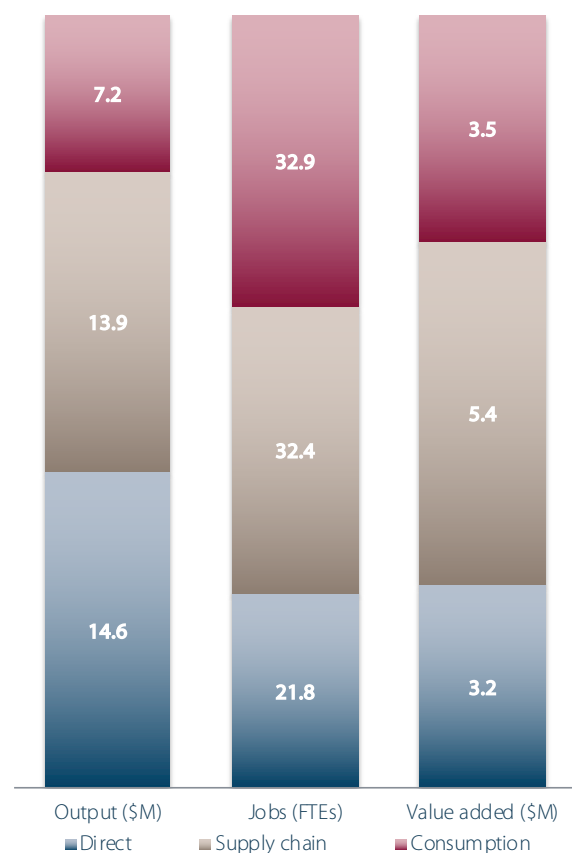
Impact Assessment

Construction Phase

The proposed Cardinia MCH is expected to cost approximately \$14.6 million in development and construction costs. The economic impacts – i.e. direct, indirect and consumption-induced – associated with the construction phase of the proposed project on the economy of Cardinia Shire are summarised in Table 1 below and includes:

- An estimated direct output of \$14.6 million and additional flow on increases in output of \$13.9 million through other industries, for a total industry impact of \$28.5 million. A further \$7.2 million in output in the region can be associated with consumption-induced effects;
- Estimated direct income (wages and salaries) of \$1.4 million, with \$2.7 million in additional income generated through flow on effects in other industries and a further \$2.0 million from household spending;
- Approximately 21.8 direct full-time equivalent (FTE) employment positions, with an estimated additional 65.3 employment positions supported indirectly through other industries and household consumption for a total employment impact of 87.1 FTEs; and
- An estimated contribution to GRP of \$3.2 million from direct effects, with a further flow on impact of \$5.4 million through other industries for a total industry value added of \$8.6 million. An additional \$3.5 million in gross regional product can be attributed to consumption-induced effects. The total value added impact of \$12.1 million would constitute an increase of 0.4% to the GRP for Cardinia Shire (\$3.2 billion in 2019/20).

Economic Impacts



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Table 1: Economic Impact of Proposed Cardinia MCH – Construction Phase				
	Cardinia	Greater Melbourne	Victoria	Australia
Output (\$ million)				
Direct	14.6	14.6	14.6	14.6
Indirect	13.9	14.2	16.3	21.6
Consumption	7.2	9.9	10.5	12.9
Total	35.7	38.7	41.4	49.1
Income (\$ million)				
Direct	1.4	1.4	1.4	1.4
Indirect	2.7	3.1	3.5	4.6
Consumption	2.0	3.8	4.0	4.3
Total	6.1	8.4	9.0	10.4
Employment (fte persons)				
Direct	21.8	21.8	21.8	21.8
Indirect	32.4	35.7	40.6	52.2
Consumption	32.9	49.8	53.2	55.8
Total	87.1	107.4	115.6	129.8
Value added (\$ million)				
Direct	3.2	3.2	3.2	3.2
Indirect	5.4	6.2	7.0	9.1
Consumption	3.5	7.0	7.4	9.4
Total	12.1	16.4	17.6	21.7
% change in baseline				
GRP	0.38%	0.02%	0.00%	0.01%

The flow-on impacts from the construction phase of the proposed Cardinia MCH to other industries across Cardinia Shire as derived from the **Local Impact** model are substantial and have been disaggregated in order to measure the contribution in other areas of the economy. The following table (Table 2) includes the combined industry impacts under Option 3 and demonstrates that the Accommodation & Food Services industry benefits most in terms of total output (\$3.3 million), followed by Retail Trade (\$2.9 million) and Manufacturing (\$2.0 million).

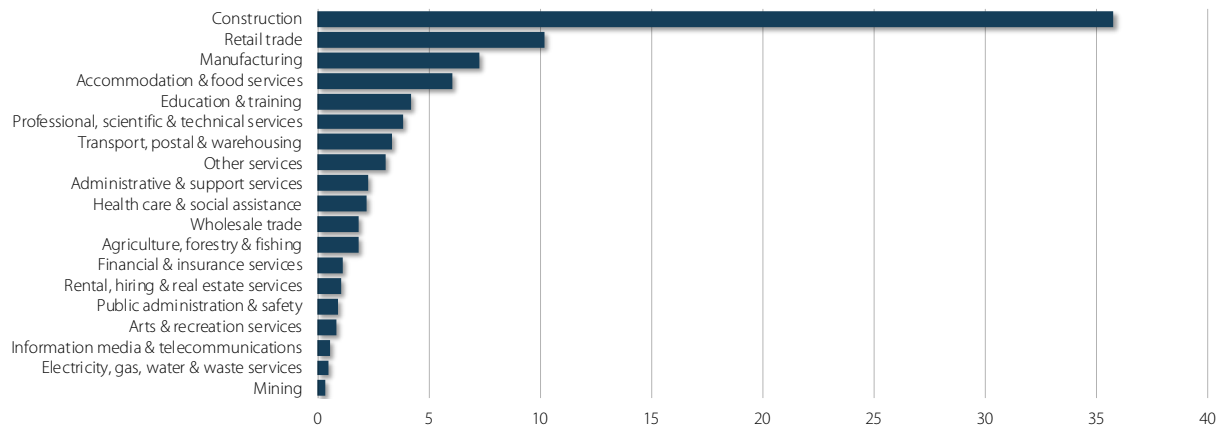
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Table 2: Estimated Disaggregated Annual Industry Impacts of Proposed Cardinia MCH – Construction Phase

Industry division	Industry output (\$ million)	Direct employment (FTEs)
Agriculture, Forestry and Fishing	0.7	1.8
Mining	0.3	0.3
Manufacturing	3.7	7.3
Electricity, Gas, Water and Waste Services	0.5	0.5
Construction	21.2	35.8
Wholesale Trade	0.9	1.9
Retail Trade	1.3	10.2
Accommodation and Food Services	0.8	6.0
Transport, Postal and Warehousing	1.1	3.4
Information Media and Telecommunications	0.3	0.5
Financial and Insurance Services	0.8	1.1
Rental, Hiring and Real Estate Services	0.7	1.1
Professional, Scientific and Technical Services	1.3	3.8
Administrative and Support Services	0.5	2.2
Public Administration and Safety	0.2	0.9
Education and Training	0.5	4.2
Health Care and Social Assistance	0.3	2.2
Arts and Recreation Services	0.2	0.8
Other Services	0.5	3.0
Total	35.7	87.1

Estimated Local Employment Supported by Cardinia MCH - Construction Phase

Cardinia Shire (FTEs)



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Increased Social Inclusion

An inclusive multicultural hub in Cardinia Shire will provide a number of benefits to the community with regards to improving social cohesion and the capacity to integrate across other Council services in the delivery of other multicultural programs. These benefits can be teased out into five streams:

- **Increased productivity in the workplace** – diversity can be a source of creativity and innovation. It can also improve profitability and target key market segments;
- **Improved employment outcomes** – it increases the capacity for people to seek employment, gain longer working hours and contribute to local economies;
- **Improvement in mental and physical health** – social inclusion counters isolation and increases community participation. It reduces health problems and increases local community engagement, making people more likely to spend time and therefore money within the local community;
- **Reduced cost of social services** – social inclusion reduces the cost of social services, easing pressure on local government support systems; and
- **Inclusive growth** – As workforce participation and wages increase, local economies benefit from the increased financial stability.

Estimates of the value of increased social inclusion in Cardinia Shire as a result of the proposed MCH and integrated Council policies and programs are derived using a benefit transfer approach based on the methods used in the 2019 Deloitte report *The Economic Benefits of Improving Social Inclusion*.²¹ The report stresses that ‘Australia’s future prosperity depends on our ability to include people who bring difference in all its many dimensions to our national endeavours’.²² While the report focusses on national priorities, its conclusions are easily scalable for a local government context. Indeed, it stresses the localism of social cohesion that then builds to a national scale.²³

Focussing on the increased employment and health and quality of life outcomes for migrant communities, the estimated economic impact for Cardinia Shire is up to \$22.3 million annually.

²¹ Deloitte, *The Economic Benefits of Improving Social Inclusion: A Report Commissioned by SBS, August 2019*.

²² *The Economic Benefits of Improving Social Inclusion*, 3.

²³ See, for example, pages 11, 24 and 36.

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Cost Benefit Assessment

Evaluation Framework

The economic assessment is based on a generalised Cost Benefit Analysis (CBA) framework which quantifies and compares the direct infrastructure cost (capital and recurrent) of a project with the change in economic value (benefits / cost savings) generated with the project. The overall appraisal framework is based on welfare economic theory. This framework defines the change in economic value in terms of the following theoretical concepts:

- User consumer surplus;
- Producer surplus;
- Resource cost corrections; and
- Externalities.

The purpose of the CBA was to determine whether the community will enjoy a net benefit as a result of the proposed Cardinia Multicultural Hub development and to ensure efficient allocation of public resources. The CBA takes into account:

- The potential direct benefits and costs that would not otherwise occur in the absence of the proposed Cardinia MCH; and
- The costs of construction and ongoing maintenance of the proposed project.

The CBA framework is based on an annual discounted cash flow model. The model develops 'streamed' infrastructure costs and benefits over an evaluation period extending a minimum of 30 years from the first full year of operation of the proposed MCH (inclusive).

Future costs and benefits are converted to a common time dimension; the present value (PV). Present values are calculated by discounting future values using a recommended discount rate (which reflects the time value of money). The discounted costs and benefits are then combined using specific equations to produce conventional measures of economic performance.

The CBA model produces the following key measures of economic performance:

- Net Present Value (NPV) – the difference between the PV of total incremental benefits and the PV of the total incremental costs, which allows the project options to be compared on the same basis to allow determination of the greatest net benefit to the community or the most efficient use of

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resources. Project options that yield a positive NPV indicate that the (discounted) incremental benefits of a scenario exceed the incremental costs over the evaluation period.

- Benefit Cost Ratio (BCR) – ratio of the PV of total incremental benefits to the PV of total incremental costs. A BCR greater than 1.0 indicates that project benefits exceed project costs. However, generally, a project with a higher BCR may be preferred to protect against unexpected project delays, optimism bias or cost overruns.

Key Inputs and Assumptions

The streamed costs and benefits are based on underlying profiles of costs and demand that have been developed as part of the business and operating plan produced by Randall Arts Management on behalf of Cardinia Shire Council.

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Costs

The CBA incorporates the following economic costs relevant to the construction and ongoing maintenance of the Project:

- Fixed infrastructure costs, including earthworks, drainage and other infrastructure;
- Systems infrastructure;
- Other construction costs such as investigation, design and project management costs;
- Planned construction and operation risk;
- Land acquisition costs; and
- Recurrent costs, such as scheduled maintenance and operating costs.

Specifically, the capital expenditure component for the proposed Cardinia MCH is \$14.6 million. For the purpose of the cost benefit analysis, ongoing maintenance costs have been estimated at approximately \$70,000 per annum and depreciation has been based on a 60-year period and 25% residual.

Benefits

Direct and indirect incremental benefits of the proposed Cardinia MCH which have been considered as part of the CBA include:

- Increase in value added to the Cardinia local economy (i.e. supply chain and consumption effects) associated with the construction of the proposed Cardinia Multicultural Hub;
- Foregone expenditure of approximately \$100,000 per annum as a result of assumed third party operators managing and operating the facility;
- Consumer surplus associated with users of the proposed MCH, particularly where there is either no direct fee or reduced/subsidised charges involved with participation or attendance in organised events or programs; and
- The residual value or scrap value of the project asset at year 30, given its operational life has been assessed as 60 years with 25% residual.

An indicative scenario has also been included to estimate the proportion of the benefit of improved social inclusion previously identified attributable to the proposed MCH, specifically, 50% of the expected gains in labour productivity / reduced unemployment, or approximately \$1.7 million per annum.

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Other indirect incremental benefits of the proposed Cardinia MCH which were not considered as part of the CBA due to the level of difficulty in quantifying include:

- Non-use benefits derived from non-users of cultural, environmental and recreational facilities who are often willing to pay for the facilities because they value the option to use the facility in future; the fact that other members of the community can use it; and the fact that future generations will enjoy the endowment left to them in the facility; and
- Social capital enhancement via volunteering benefits which is valued by volunteers' opportunity cost of time (i.e. the value they could have generated to society doing the next best alternative).

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Consumer Surplus

It is difficult at this stage to fully model the economic impact of a new operational multicultural hub with expanded programming, improved engagement opportunities and better integration into other Council services and offerings. Particularly as the available data sets for the current hub and the Cardinia Community Hall are incomplete. Notwithstanding, in order to model the potential consumer surplus/community amenity value of the proposed MCH, it has been assumed that an estimated 10,000 visitors will use the facility per annum initially upon completion.

The travel cost method is used to estimate economic use values associated with sites such as the proposed Cardinia MCH that are used for community cultural, recreation, leisure and other activities, especially where there is either no direct fee or reduced / subsidized charges for participants. The basic premise of the travel cost method is that the time and travel cost expenses that people incur to visit a site represent the “price” of access to the site. Thus, peoples’ willingness to pay to visit the site can be estimated based on the number of trips that they make at different travel costs. This is analogous to estimating peoples’ willingness to pay for a marketed good based on the quantity demanded at different prices.

Application of the travel cost method varies with respect to whether an individual or zonal approach is used. The zonal travel cost method, which is applied by collecting information on the number of visits to the site from different distances, has been adopted for this analysis. Because the travel and time costs will increase with distance, this information allows calculation of the number of visits “purchased” at different “prices,” which is then used to construct the demand function for the site, and estimate the consumer surplus, or economic benefits, for the recreational services of the site.

Using the mean distance, time to the sites and estimated number of visits presented in Table 3 along with average vehicle operating costs of \$0.70 per kilometre for a medium car (RACV) and a value of travel time of approximately one-half the average ordinary earnings in Victoria, or \$0.63 per minute (Australian Bureau of Statistics), the total consumer surplus associated with future initial use of an estimated 10,000 visitors to the proposed Cardinia MCH is estimated at \$259,700 per annum.

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Table 3: Community Use Benefits of Proposed Cardinia MCH						
Zone	Estimated total visits per annum	Mean round trip (RT) travel distance (km)	Mean RT travel time (minutes)	Driving cost per visit (\$0.75/km)	Trip time cost per visit (\$0.63/min.)	Annual consumer surplus
1 (0-10km)	7,500	15	20	42,188	94,500	136,688
2 (11-30km)	2,000	29	42	21,750	52,920	74,670
3 (31-50km)	400	72	65	10,800	16,380	27,180
4 (51-200km)	100	240	193	9,000	12,159	21,159
Total	10,000	-	-	83,738	175,959	259,697

Source: ABS 6302.0, RACV, Lawrence Consulting

Evaluation Period

The base price year adopted is 2021, whilst the assumed construction period is January 2022 to December 2022. The appraisal period for the economic assessment is 2021 up to and including 30 years (i.e. 2050).

Sensitivity Analysis

Consistent with relevant guidelines, a real discount rate of 7% has been adopted for the CBA. For the purposes of sensitivity testing, real discount rates of 3% and 10% have also been applied.

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Results

The results of the CBA for the proposed Cardinia Multicultural Hub are summarised in the following table (Table 4), including the total (discounted) present value incremental costs and benefits and resulting NPV and BCR. Also included are sensitivity results for lower and upper range discount rates (3% and 10%).

As expected for this type of project, costs are dominated by capital expenditures, whereas benefits are more broadly distributed across different categories, with additional visitor expenditure and direct and indirect increases in regional value added providing significant contributions.

Table 4: Present Value Incremental Costs and Benefits (\$ million), 7% discount rate

	Results
Direct Infrastructure Costs	
Capital	13.64
Maintenance (excl. depreciation)	1.07
Total Infrastructure Costs	14.64
Cost Savings and External Benefits	
Value added from construction phase	8.05
Consumer surplus	3.90
Foregone operating expenditure	1.53
Increased social inclusion (employment outcomes)	25.96
Residual asset value	8.69
Total Benefits	38.61
NPV	23.97
IRR	36%
BCR	2.64
Scenario analysis	
Discount rate (3%)	
NPV (\$ million)	46.36
BCR	3.92
Discount rate (10%)	
NPV (\$ million)	15.48

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Table 4: Present Value Incremental Costs and Benefits (\$ million), 7% discount rate

	Results
BCR	2.11

In aggregate, the NPV analysis suggests substantial net benefits of approximately \$24.0 million – i.e. net of construction, operating and opportunity costs – over the 30-year evaluation period flowing from the proposed Cardinia MCH, with a BCR of 2.64 and internal rate of return (IRR) of 36%, indicating that the project offers significant societal and community benefits well in excess of costs. This also takes into account timing differences between the earlier incurrence of costs and ongoing receipt of facility users and other benefits over the evaluation period.

Given the large volume of upfront costs and the (in general) stream of ongoing benefits, the CBA moves as expected insofar as the lower discount rate (3%) increases the NPV and BCR for the project, whilst the higher rate (10%) decreases the NPV and BCR relative to the base case, although the majority of BCR's recorded are significantly higher than break-even.

Disclaimer

Lawrence Consulting does not warrant the accuracy of this information and accepts no liability for any loss or damage that you may suffer as a result of your reliance on this information, whether or not there has been any error, omission or negligence on the part of Lawrence Consulting or its employees.

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Financial Operating Impacts for Council

One of our tasks has been to evaluate the potential financial impacts for the Council of a new hub.

There is an understandable concern that, with new and improved facilities, may come unacceptable increases in operating subsidies. Based on current and likely operating and licencing assumptions and the expected improvements in terms of revenue opportunities and building efficiencies we believe that this development offers a low and manageable risk to Council.

In the current model Council pays for some specified maintenance utilities costs (and presumably insurance coverage for the building). The not-for-profit Operator (Pakenham Living and Learning) pays other direct operating costs such as cleaning and costs for specific activities and programs it presents. In return the Operator agrees to employ staff and deliver the agreed programs and services and offset the cost of these through grants, donations and earned revenues. The table below illustrate both sides of this model.

Current Case – PB Ronald building operating costs paid by Council			Current Operator (PLL) Reported Actuals		
PB Ronald Existing Building Costs			LIVING LEARNING PAKENHAM INC. ABN 26 237 128 770 STATEMENT PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2019		
	F2019/20	F2018/19		2019	2018
Capital Projects	\$ 6,638			\$	\$
Non-capital Expenditure	\$ 4,734	\$ 8,989			
Bldg Reactive	\$ 29,971	\$ 12,633			
Bldg Routine	\$ 5,489	\$ 5,489			
Bldg Cleaning		\$ 700			
Bldg Utilities	\$ 7,489	\$ 5,931			
Bldg Graffiti/Vandalism	\$ 6,995	\$ 7,071			
Bldg Sanitary					
Bldg Security	\$ 1,270	\$ 4,860			
Less Cost Recoveries	\$ (6,587)	\$ (10,493)			
Utilities Electricity	\$ 2,252	\$ 5,267			
Utilities Gas	\$ 9,865	\$ 7,484			
Utilities Water	\$ 1,960	\$ 3,674			
Totals	\$ 70,076	\$ 51,605			
Estimated Existing M2	2800	2800			
Cost \$/m2	\$ 25.03	\$ 18.43			
			Income		
			ACFE grants	5,042	5,500
			MUSTER grants	87,000	-
			Course income	24,514	25,148
			Interest income	1,946	1,976
			Neighbourhood House income	133,336	130,254
			Pre-accredited training – ACFE	224,819	178,494
			Pre-accredited training – Other	16,039	19,919
			Projects – ACFE	59,870	52,570
			Projects – Other	48,383	17,552
			Reimbursements received	29,157	73,391
			Room rental	198,358	152,106
			Other income	6,510	6,755
			Total income	834,974	663,665
			Expenses		
			Administration expenses	134,655	97,414
			Bad debts	595	-
			Depreciation expenses	4	11,356
			Amortisation	4	1,529
			Contract labour		65,071
			Employee expenses	421,758	388,525
			Grant expenses	11,009	12,660
			Marketing expenses	3,199	3,181
			MUSTER expenses	71,561	-
			Interest paid	2	216
			Superannuation	35,364	35,895
			WorkCover	5,156	4,246
			Write off - property, plant and equipment	4	-
			Total expenses	761,275	649,809
			Profit / (loss) for the year	73,699	13,856
			Other comprehensive income		
			Other comprehensive income	-	-
			Total comprehensive income for the year	73,699	13,856

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Under the current arrangement, the annual cost to Council is comparatively low and contained. We were not made aware of any criticism of the operating model as it stands, on the contrary, stakeholders were keen to use it as a basis for further improvements in performance.

Therefore, in terms of future operating arrangements, we are proposing the following assumptions be used as a basis for development:

- The new building would be of a similar footprint to current.
- It would be designed to be more energy-efficient and require less annual maintenance.
- The new building would address any known long term and/or significant facility condition issues.
- The new facilities would be operated at arms-length from Council under a not-for-profit operator under a long-term agreement with conditions like those that exist now*.
- The chosen operator would continue to be responsible for specified operating costs as per the present arrangements.
- The operator would have significantly improved business opportunities from a for purpose building. Therefore, increased operating tempos would be offset by increased revenues from a range of earned and contributed sources.
- We have not taken financing and/or depreciation into account.
- Any Council funding towards new/increased program offers either directly or made to the operator or via other parties would be at Council's discretion.

*Notes

- A new operating licence would also need to set out expected performance in terms of program and service delivery and a review mechanism.
- Any operational impacts arising from construction will also need to be considered to ensure continuity of services and any consequential financial impacts on the current operator.

Council will need to monitor the following risks as it progresses this project:

- The ongoing likelihood that there is at least one viable licensee in the market with the capabilities and charter to deliver the required services and programs.
- The potential that at some point Council may need to take direct responsibility for the direct delivery of these services and programs. The risk of this is seen to be low but if it were the

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case, based on the experience of the current operator, any financial impact is likely to be assess as low to medium and within Council’s ability to control and mitigate.

- Any proposal to increase the span of responsibility for the licensee to manage other facilities such as the nearby Community Centre would need to be carefully considered. There is the potential of creating a feeling “change overload” with adding further responsibilities in addition to adapting to construction impacts and new facilities.

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Appendices

Appendix A Benchmarking interviews

Anna O'Brien Darebin Intercultural Centre

- Darebin Ethnic Community Council very strong but produced hub that was very ethnocentric & not welcoming to others
- 2017 service review & needs analysis
- People wanted move away from ethnocentrism. Lots of parts of ethnic communities felt the current model did not represent the complexity within MC communities
 - Multicultural – cultures independent but side by side
 - Intercultural – cultures interwoven & not always defined singularly (the hyphen)
 - Inspired by the interculturalism of the London Culture Forum
(<https://www.londoncouncils.gov.uk/our-key-themes/culture-sport-and-tourism/arts-and-culture/networks/london-culture-forum>)
- MC communities in Darebin were now well established and intersected through many different communities – different sense of local experience
- Needed Intercultural space to recognise this, also to intersect with local indigenous community
- Needed new space to do this – decided on 350 High St (close to train Preston Station & busses)
 - Indigenous community keen to be involved in the decisions
 - Want holistic precinct approach
- Needed more positive message about culture & difference
 - Anti-racism initiatives not very effective – too negative
 - Wanted positive message of cohesion (see Scanlon Foundation)
- Lots of endorsement for idea
 - Ethnic Communities Council of Vic (ECCV)
 - FECCA
 - State govt
- Venue is Council run
- Programming based on community investment and unification
 - No locked cupboards for any community
 - Co-working space no staff offices
 - Community orgs can rent space
 - Service providers (maybe rent, maybe free? Not sure yet)

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- Community space, not sport & rec space – already have sporting facilities
- Intentional design for accidental interactions – free, non-assigned space
- Walkability – flat & ramps

Cristina Del Frate Yarra MC Officer

- Yarra – 29% born overseas (highest in Oz)
- Welcome plan – plan, build & sustain welcome
 - Based on intercultural understanding & integration not MC principles
 - Social inclusion & cohesion
- No specific MC hub – seek integration of MC communities throughout Council offerings
 - Council supports diversity that is more than race
 - Don't use multicultural or intercultural language
 - Use social inclusion & cohesion language instead
- Social Justice Charter used by all Council teams to ensure integration of communities
- Yarra – low on physical infrastructure
 - Meaningful engagement model instead
 - Cultural transition
- Pockets of new arrivals mostly in 3 public housing tower blocks
 - Horn of Africa
 - Middle East
 - Vietnamese
 - Chinese
- Large number of skilled migrants
- Feel council could do more to reach out to 1st world migrants
 - No language issues but often need services like mental health
 - Need help navigating skilled migrant visas
 - They fall through the cracks but DV issues
- Partnerships with service providers & Govt housing (DFFH)
- Have some good community facilities that navigate cultural and social cohesion
 - Inclusive practices
 - 9 neighbourhood houses – diffused social cohesion
 - Leisure centres – women only sessions & homeless showering passes
 - Library is important community hub – food distro & free books
- Whole of community approach

Miriam Cadwallander (CEO) & Glenda George (Community Engagement) Pakenham Living and Learning

- Pakenham Living and Learning 31 years – started as adult literacy classes

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- Whole of community approach
 - Neighbourhood House
 - Learning Local Ed provider
 - Info referral point
 - Manage council asset
 - Adult learning classes through Chisholm Institute
- Lots of space for services
- Integrate with surrounding opportunities
 - Good location (PB Ronald)
 - PB Ronald has sound shell
 - Community legal services
 - Men's Shed
 - Community garden
 - Good location for sport-mad communities
 - Grounds are used for bigger functions – easy to accommodate cast of thousands
- Lots of integration & deliberately avoids siloing
- Define multicultural as 'all people from all cultures' not just CALD cultures
 - Inclusive – whole of community
- Large changes to Cardinia – rural to peri-urban
 - Everyone needs community centre to cope with developments
 - Should not just be for CALD communities
 - Everyone is a new arrival in changing municipality
- Current building envy of other neighbourhood & community houses
 - Communal space is very effective in creating community
- Integrate with other council services – library & James St Youth Centre
- Double basketball court model is not good for business
 - bad financial model – hard to make money
 - noise issues
 - Community hub should not be a de facto sports complex – will take over from all other services
- Lack of consideration of security & welfare in new designs
 - Miriam did her own designs
 - Need community kitchen & childcare
 - Can't put quiet rooms above a kitchen
- Scope use a corner of the building full time
 - Where do Scope move?
- Garden – desire to expand
 - World food garden
 - Hot house nursery
 - Social enterprise micro-nursery

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- Indigenous food
 - Sensory garden
- Frustrated by siloing between Pakenham Living and Learning & Council departments
- Council is siloed & competitive
- Lack of consultations or limited engagement
 - Tend to work through Councillors rather than departments
- Staffing is limited – 5 EFTs
 - Mostly part time
 - 65 volunteers – 165 hours/week
- Income
 - Neighbourhood House funding – most of wages
 - Recurrent grants through Ed Dept (3rd of income)
 - Room rentals (3rd of income)
 - Project work (key part of income)
 - Currently 9 projects
 - Poor design could greatly hamper project work & income
 - Poor design could greatly hamper room rentals
 - Growing community expectations & opportunity to expand if done right
- Pricing structure matters
 - Community rate
 - NFP rate
 - Business rate
 - Most people on community rate
- New building should aim to negate costs – water tanks, solar etc

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Appendix B – Footprints
for assessed service
needs.

Space Name/Room	Primary Function	Est Proposed Rate/m2	Total est m2	Design Considerations	Impacts on Business Case - Operator
Floor layout	Floor/level configuration no referenced - design issue.				
Operator Admin	Current 5 FTE – allow for 10.	7m2 person	70		
Staff kitchen	Seat up 12 (current 10)		50		
Printer room			10		
6 x Multipurpose meeting/community rooms	Sound lockable, easily reconfigured, furniture used for both class and meetings or cleared and stacked out of the way.	60	240	4 x 20 people, 2 x 40 opens out to via Operable Walls - Possibly grouped together as 2 x20 and 1 x 40 on different floors	Yes – Current \$ PA estimate \$
		120	240		Future \$
This spec applies to all similar spaces.					

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	Ideally, hard, sprung/semi-sprung floor suitable for movement. Dance etc. – prefer non-carpet for all floors.		Essentially a double current capacity with extra.
Childcare/playgroup space	TBA – but allow for 20-30 kids – could be a sub-contractor	120	This option requires more options definition. This could be a simple space for short term, supervised casual care or offer a broader range of short-term, long-term and specialist services. Provision must be made for separate child-friendly bathroom and toilet facilities, food prep/plating, admin, staff and storage facilities. Definite positive business case impacts. Assume a sub-contractor – needs market sounding. Council estimate?
Trainers shared space	For up to 10 pax – shared office space – storage, a small meeting area for working meetings	70	No

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Hub/Co-working space	<p>Current 5 hot desk. Future opportunities ten hot desk</p> <p>PLUS <u>6 – 10 rentable 2-3 pax office spaces.</u></p> <p>Plus 4 x small interview rooms/spaces nearby.</p> <p>The primary target market is social support services.</p> <p>Close to entrance and support.</p>	<p>70</p> <p>120</p> <p>24</p>	<p>Acoustic separation is critical.</p>	<p>Definite positive business case impacts.</p> <p>Existing Annual \$?</p>
Welfare room	<p>Social inclusion person operator staff – office and consulting suite.</p>	<p>15</p>	<p>Further definition required.</p>	<p>No</p>
Open central community space	<p>An essential part of the whole building – welcoming, keynote space, reference current area that is "enviable" in other locations. Can be used for functions and performances (simple) up to 120 seated (current 100) and up to 200 standing/informal. Current 150.</p> <p>Lighting and PA, rigging points. AV – permanent large LED screen. Other screens for signage and promotion.</p>	<p>250</p>		<p>Not rentable as space but spins of for catering/events, business. No extra costs envisaged.</p>

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Communal community kitchen	Connects to/part of Open Central Space – Not a commercial kitchen, simple buy allows some prep and cooking as well as warming.		35	
Commercial kitchen/hospitality training/social enterprise	Can prep for larger events and seat up to 60 pax at tables in a restaurant-style. This would be a separate service space to the open central space.		60	Positive business case impacts? Useable for special events and functions. Social Enterprise has clear funding opportunities.
Pantry	For above		10	
Cool store	For above		10	
Toilets and showers	· For staff	1.5	10	2 x F 2 x M 1 x Accessible Need to take into account cultural sensitivities, including re gender, i.e. not unisex. F- Est 8, M Est 6 pans and 3 urinals, 2 x Accessible.
	· For public use close to Open area.	1.5	30	
Parents Room	· For user use with showers accessible to multipurpose rooms.	8		Children and playgroup needs in terms of scale and safety/security. 2 rooms. Squat toilets 1 or 2.
	· To suit floor layout. · Changing rooms – separate to toilets	20	40	

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		And feet washing requirements.		
Storage room	Operator Specific.	20		
Multipurpose store/s	Staging, sound, LX, AV – portable for Multipurpose rooms and elsewhere.	20		Potential for simple PA and staging rentals for groups off-site.
	Gym and Exercise equipment	30		
	Chairs and tables	30		
	Piano?	5		
Recording studio	Near Youth Space, Sound booth, Control room w/mixing desk and room – networked to other spaces, soundproof studio with above – up to 8 musicians. Also, able to accommodate podcast needs.	15		Yes – it will be open for public use via hire
Video/Photographic Studio		20	Simple fit-out, rigging points networked to control room.	Yes – it will be open for public use via hire
IT training room	Cabled, AV fit-out, 20 teaching stations plus 2 teaching stations,	50	x 20 people	Yes – increased and update to Mac lab.
Youth training room	Distinguished as a place they own, but similar fit-out functionally. Less like a classroom. Maybe some nooks that allow quiet, private areas within it.	60	1 Room - 20 pax	Neutral, better outcomes
Art/craft studios	1 x wet room and 1 x dry room prefer dividable.	100		Neutral – better outcomes.

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	20 pax each Stores, wash up,			
Consulting suites	In addition to welfare space. Office space	40	4 to 6 rooms - 4 pax	Possibly minor impacts – better outcomes.
Multi-faith prayer and reflection room	Small space – more likely to be operator related. The public will most likely use other spaces.	7	Quiet, peaceful.	
IT/Comms room	IT	30	TBC	
Plant room			TBC	
Lift	Consider the need for goods lift as well as passenger.		TBC	
Stairs	Critical that sufficient stair capacity is built to enable full occupancy of all floors.		TBC	
Cleaner and Maintenance stores.		15	TBC	
TOTAL excl Circulation		1916		
PLUS Circulation		17.5% of total 671	TBC	
TOTAL INTERNAL M2		2587	NOTE: Brand Architects Est was 2,445 m2	
External				
Ground floor covered area	Pleasant outdoors, casual possibly used occasional events.			

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Playground area	USE Existing	
Community garden	USE or expand existing	
Herb garden	As above	Possibly micro herbs business opportunities.
Rooftop garden	Not essential	
Bike store	For staff and the public.	
Total		

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Appendix C: Advantages and Assumptions of LocalImpact Model

Input-output (I-O) modelling techniques provide a solid approach for taking account of the inter-relationships between the various sectors of the economy in the short-term and hence are an appropriate tool for determining the direct, indirect and induced economic impact of economic stimuli.

The I-O technique was developed by Wassily Leontief in the 1930s to describe how impacts in one sector of an economy interacted with other sectors to generate economic changes, with matrix algebra used to perform the complex calculations. More advanced forms of I-O models are computable general equilibrium models, which are used for analysis of larger national economies, but are generally not as applicable for smaller areas. The standard I-O model approach is particularly useful for predicting the impacts of events or projects in an economy or analysing local or regional level economies.

I-O models can be used to capture only the indirect impacts that occur through other industry sectors (Type I models), or the indirect plus the consumption-induced effects (Type II models), which have been adopted for the current study. Further, the **LocalImpact** economic model used in this study was based on the ABS model of the Australian economy generated from general equilibrium models.

A concept underlying I-O modelling is that an initial economic shock or stimulus can have multiplier effects through a series of successive spending rounds. The size of the economic multiplier in a local or regional area can be summarised in the following way:

- The extent to which project operators purchase inputs from the local or regional economy. Examples of inputs include wages for labour supplied from the local or regional area, and purchases of goods and services. The more that a project operator sources from the local or regional economy, the more money that is directly injected into the economy; and
- The extent to which money spent in a local or regional economy is retained within that economy. If there is not much opportunity for people receiving income to spend it on goods and services in their local or regional area, then not as much money will be kept in the local or regional area. Larger and more diverse regional economies tend to be better at keeping expenditures in their economy and not 'losing' it to other regions.

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Key advantages of using input-output models are the fineness of detail available at a disaggregated industry level, the relative ease of application, particularly for sub-regional levels, and the ability to model effects in a timely manner. However, care has to be taken in its application and interpretation of results. Key assumptions that underpin the application of I-O models include:

- The inputs purchased by each industry are a function of the level of output of that industry. The input function is generally assumed linear and homogenous of degree one (which implies constant returns to scale and no substitution between inputs);
- Each commodity (or group of commodities) is supplied by a single industry or sector of production. This implies that there is only one method used to produce each commodity and that each sector has only a single primary output;
- The total effect of carrying on several types of production is the sum of the separate effects. This rules out external economies and diseconomies and is known simply as the additivity assumption. This generally does not reflect real world operations;
- The system is in equilibrium at given prices. This is obviously not the case in an economic system subject to external influences;
- In the static input-output model, there are no capacity constraints so that the supply of each good is perfectly elastic. Each industry can supply whatever quantity is demanded of it and there are no capital restrictions. This assumption would come into play depending upon the magnitude of the changes in quantities demanded, brought about through changes in taxation levels; and
- The input-output model is an optimisation model that allocates resources between sectors to their most efficient use. This is not expected to happen all of the time in the “real world” and as such results from the input output analysis may overestimate the actual impact delivered on ground.

Type II models involve additional assumptions about fixed relationships between income and consumption patterns. These factors mean that the results of I-O models should generally be treated as the upper bound of estimates, and that care must be taken in interpreting the results of very large changes in demand or production.