SPRINGBOARD YOUTH HOME
A HOUSING SOLUTION PROPOSAL FOR WHITTLESEA

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STUDIO H. 2018

Source: Energy Australia 2018
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EXECUTIVE SUMMARY

The symptoms of Victoria’s housing crisis are experienced by none more acutely than the young. Young people are overrepresented in the homeless population, leaving the family home later and starting new households later, renting longer, and living further from the CBD. In the City of Whittlesea in Melbourne’s north, young people face additional barriers to housing security, including high rates of disengagement and family violence. While there are some existing and imminent housing services for young people in Whittlesea, a major service gap occurs in the area of medium- to long-term transitional housing.

This paper proposes the development of Springboard Youth Home, a housing solution to fill this gap. Springboard Youth Home is a social housing development based on the principle of Housing First, with a leadership component built into the model. The Home aims to provide affordable housing to at least 75 18-24 year-olds each year, while facilitating wrap-around service connections in an environment of empowerment.

This proposal has been authored for the City of Whittlesea for their consideration as they attempt to address the needs of a growing population in their municipality. Consistent with local policy, the six-storey Home will be located at a council-owned site in the Plenty Valley Activity Centre, and managed by Melbourne City Mission. Wrap-around youth services will be facilitated through Springboard, as well as the nearby Baseline and Hope Street facilities. Launch Housing will contribute their expertise in delivery of innovative housing solutions through project advisory. The $10 million in funding needed for the project will be sourced from the Victorian Government, Melbourne City Mission, and Social Enterprise Finance Australia. Monitoring and Evaluation will be undertaken to measure the success of Springboard against its project goals.

I recommend that Council take the following specific actions to implement this proposal as a long-term solution for youth homelessness and housing stress in the City Whittlesea.

• Submit funding applications to the State Government and Social Enterprise Finance Australia in collaboration with Melbourne City Mission, pending funding contributions from Melbourne City Mission

• Allocate 484m² from the north-western corner of the 25-35 Ferres Boulevard site for the Springboard Youth Home facility
• Create a lease agreement with Melbourne City Mission for the 2,322m² facility with a provision allowing the sublease of 193.5 m² of ground floor space, for an initial 10 years, following public notice and consideration of the lease under Section 190 of the Local Government Act 1989 (Victorian Government 2011)
• Lease the additional ground floor commercial space to a third party that will implement a use compatible with Springboard
ACKNOWLEDGEMENT OF COUNTRY

I humbly acknowledge the traditional owners of the land on which the City of Whittlesea now sits, the Wurundjeri people of the Kulin nation, and pays respects to elders past, present, and emerging.

Source: Stock photo
GLOSSARY OF TERMS

Understanding terminology of this report is essential to understanding to the context and necessity of the proposed solution. The following definitions have been applied in the development of this report.

AFFORDABLE HOUSING: housing is generally considered affordable when it costs (including rental or mortgage payments and utilities) less than 30% of a household’s gross income (Family & Community Services 2018; Transforming Housing 2016).

HOUSING STRESS: a household experiences housing stress if it is in the bottom 40% of income distribution (low-income households) and is paying too much of its income (more than 30%) on housing costs (Australian Housing and Urban Research Institute 2016).

HOMELESSNESS: An individual is considered homeless by the Australian Bureau of Statistics (2012) if his or her current living arrangement:

- is in an inadequate dwelling
- has no, or short-term, tenure that is not extendable
- does not allow control of, and access to space for social relations
INTRODUCTION

The City of Whittlesea in northern Greater Melbourne is forecasted to grow by more than 71% over the next 25 years (.id 2018). Many in the area are already experiencing housing stress (City of Whittlesea 2017e) and dissatisfaction with affordable housing choices in the area (City of Whittlesea 2017f). One especially vulnerable group is youth. Victorian young people face unique barriers to finding housing, and are overrepresented among the homeless (Council to Homeless Persons 2012). In Whittlesea, more youth are experiencing family violence (City of Whittlesea 2017e) and disengagement (.id 2018). A young person on little or no income has virtually no affordable long-term options outside of state care or the family home. The purpose of this report is to propose Springboard Youth Home, an affordable, appropriate housing solution for vulnerable young people in Whittlesea.
PROJECT VISION

The Springboard Youth Home proposal is grounded in a central vision and five goals the project expects to achieve. Goal achievement will be determined using key indicators listed in the Monitoring & Evaluation section of this paper.

VISION

Springboard Youth Home will provide an opportunity for young people in the City of Whittlesea to live free of homelessness or housing stress as they move through tertiary education and/or gain experience in the workforce to become independent adults.

GOALS

1. Provide affordable housing to at least 75 young persons from the City of Whittlesea each year.

2. Improve young people’s access to services that will improve their social, health, employment, and educational outcomes.

3. Fill an existing service gap in youth-targeted medium- to long-term housing solutions in Whittlesea.

4. Decrease the number of youth experiencing homelessness, housing crisis, or housing stress in Whittlesea.

5. Foster leadership and empowerment among youth residents.

6. Promote professional and academic engagement to decrease the rate of youth disengagement in Whittlesea.
The context of this proposal refers to the site on which it is located and the surrounding area, as well as the proposal’s integration with relevant policy.

SITE

The proposal site is located at 25-35 Ferres Boulevard in the South Morang suburb of the City of Whittlesea, a municipality north of Melbourne’s CBD (Figure 1). The 11-hectare lot is owned by the City of Whittlesea council, and currently contains the council offices and the Plenty Ranges Arts and Convention Centre (Figures 2 & 3).
A portion of the site is subject to a Vegetation Protection Overlay to conserve river red gums (Department of Environment, Land, Water, and Planning (DELWP) 2018). Due to its location on the lot, this proposal does not require the destruction or removal of any vegetation. The site is zoned as a mix of Public Use Zone 6 – Local Government and Commercial 1 Zone (DELWP 2018), but this will change as the Plenty Valley Town Centre Structure Plan is implemented. The Plan has designated the site as the Civic Precinct of the Plenty Valley Activity Centre (City of Whittlesea (CoW) 2017a). The council’s vision for this precinct is an activated civic hub with a mix of community, office, and residential uses at higher densities (CoW 2017a). A Development Plan Overlay ensures future development is consistent with this structure plan (DELWP 2018).

The proposed location of Springboard Youth Home, depicted in Figure 4, is in the northwest corner of the site, in one of the mixed-use blocks designated by the Structure Plan (CoW 2017a), which have specifically been flagged for shop-top (ground-level commercial and upper-storey residential) social and affordable housing (CoW 2017a). In addition being aligned with local policy, the benefit of locating the development here is that the building may have a north face that overlooks The Lake Reserve green space across Findon Road.

Figure 4: Proposal location
Source: Author, adapted from Nearmap
Area

A developing Activity Centre, the area surrounding the proposal site (Figure 5) presents an ideal environment for a development such as Springboard, with service co-location, educational and professional opportunities, and public transit connections.

South Morang is home to a growing network of youth and housing service providers. The First Response Youth Service from Hope Street is planned for 44 Embling Avenue, just 2.5 kilometres from the proposal site. This new facility will offer emergency accommodation and support services to 16-25 year-olds for up to twelve weeks (Hope Street 2018a). Council’s youth service provider, Baseline, is located immediately south of the proposal site in Westfield Plenty Valley. Co-locating Springboard Youth Home with these existing and future providers of relevant services has several advantages. Service accessibility and participation increase when numerous providers targeting the same need or group locate together, as does collaboration between the
providers (Department of Education and Training 2015). Furthermore, the practice of co-location of community services in this area is explicitly encouraged by the City of Whittlesea (CoW 2017a).

The area offers quick access via public transit (under 5 kilometres) to tertiary education at RMIT Bundoora, which delivers both TAFE and University courses. Proximity to an education provider is critical for students, especially low-income students, to whom distance and cost of studying away from home can act as major barriers to obtaining tertiary education (Cooper, Baglin & Strathdee 2017).

Approximately one kilometre southeast of the proposal site is Westfield Plenty Valley (Figure 7). The newly-expanded Westfield, which includes large dining, leisure, and retail precincts with a total of 178 retailers (Scentre Group 2018), is a key centre of employment opportunity for young students and entry-level professionals in a variety of sectors in the area. The Plenty Valley Structure Plan promises further expansion of diverse work opportunities through future development in the area (CoW 2017a).

South Morang Station (Figure 6) is located immediately south of the site, connecting the area to Greater Melbourne through train and bus services. To accommodate future growth, The City of
Whittlesea is currently advocating for route 86 tram extension to the Civic Precinct, which would locate a tram stop immediately adjacent to Springboard Youth Home in the Civic Precinct (CoW 2017a). The Structure Plan also proposes pedestrian and cycling pathways throughout the Civic and surrounding Precincts. These active and public transit connections are vital to young people, who are the age group least likely to commute to study or a job by car (Australian Bureau of Statistics 2013).
The Springboard Youth Home proposal sits within a network of statutory and strategic national, state, and local relevant policy, shown in Figure 8.

Through local and Victorian planning policy in the City of Whittlesea Planning Scheme, Council and State Government advocate for higher housing densities as well as diversity of housing in Activity Centres (DELWP 2018). The Council also supports provision of youth accommodation and larger social housing developments in areas with access to transport and relevant services (DELWP 2018). Local development plans, the Plenty Valley Structure Plan and Civic Precinct Masterplan, envision a mix of commercial, community, and civic uses at the proposal site,
including social and affordable housing at higher densities developed in partnership with community housing providers (CoW 2017a, DesignInc 2013). Springboard Youth Home proposes a location-appropriate housing solution aligned with Planning Scheme strategy, as well as the masterplan documents for the Plenty Valley Precinct and its Civic Centre.

New strategic policy at the federal level, the National Housing and Homelessness Agreement (NHHA), intends to increase social housing stock through $4.6 billion in investment in housing and homelessness services over three years (Australian Government 2018). This follows the failure of the previous National Affordable Housing Agreement, introduced 2009, which only met one of its four targets and saw social housing stocks stagnate and waiting list numbers grow (Australian Government 2017) and brought significant criticism of national homelessness policy from community organisations (Homelessness Australia 2017). The NHHA promises a focus on housing and services for at-risk young people (Australian Government 2017). The outdated youth-specific National Strategy for Young Australians acknowledges that this target group faces the unique challenge of transitioning from home to independent living (Australian Government 2010), but fails to place this in the larger context of the housing crisis and its implications for young people. It does, however, advocate for youth empowerment through leadership opportunities and peer-to-peer support (Australian Government 2010).

Homes for Victorians from the State Government directly supports housing solutions such as Springboard. The policy commits the $1 billion Social Housing Growth Fund to create over 2,000 more social housing places (Victorian Government 2017). The Homelessness & Rough Sleeping Action Plan advocates for long-term housing options, especially those that focus on early intervention to prevent, rather than treat, homelessness (Victorian Government 2018). Youth Policy Victoria echoes the need for more medium- to long-term housing, particularly for young people, so that they may be supported as they transition to independence and avoid entering into chronic homelessness (Victorian Government 2016).

At the local level, the City of Whittlesea’s Housing Diversity Strategy discovered a preference for smaller housing close to tertiary education and public transport among young people in Whittlesea, as well as major affordability concerns (CoW 2013). The policy also identifies the Plenty Valley Activity Centre as appropriate for shop-top, higher-density housing (CoW 2013). In addition to being well located, housing should be appropriate and affordable for all age groups (CoW 2017b). Access to affordable housing is named a key indicator of community health (CoW 2017c), and Council has promised to facilitate the provision of youth-targeted social housing, as
well as partnerships that create leadership opportunities for young people to improve municipal health and wellbeing outcomes (CoW 2017d).

The development of Springboard Youth Home is an opportunity for local, state, and national government to act on their strategic policies to simultaneously realize goals and targets they have set for both youth and housing.
NEED

With consideration of the consequences of the existing housing crisis for youth, key demographics, and the service environment in the City of Whittlesea, the need for Springboard Youth Home is evident.

HOUSING CRISIS

Australia’s population is growing and urbanising (Australian Bureau of Statistics 2017) in the midst of a housing crisis particularly plaguing its major cities (Raynor, Dosen & Otter 2017). More people are experiencing rental and mortgage stress, and the high costs of homeownership are driving more Melbourne residents to rent rather than buy, or rent longer (Raynor, Dosen & Otter 2017). The City of Melbourne has also seen an increase in the number of people sleeping rough in recent years (City of Melbourne 2016).

While older generations benefit from rising housing prices (Ong 2017), young people are the greatest victims of the housing affordability crisis (Birrell & McCloskey 2015). Due to rising housing costs, young people in Victoria are leaving home and purchasing homes at a later age (Gradwell 2017). Young people face additional barriers to finding affordable housing, including HELP debts (Daley & Coates 2018) and rental discrimination (Johnson, Cook & Sesa 2016). As a result, youth are overrepresented among the homeless (Council to Homeless Persons 2012). Some are more vulnerable than others. Youth experiencing family or relationship violence are more likely to be homeless (Council to Homeless Persons 2014), as are care-leavers (Deloitte Access Economics 2016).

There is growing concern from the public for housing affordability. In 2017, housing affordability was named the second greatest concern among Australians (Daley & Coates 2018), up from the fifth spot just three years earlier. Whittlesea residents have identified the affordability of housing for young people a major concern (CoW 2013), and are increasingly dissatisfied with local affordable housing options (CoW 2017f).
KEY DEMOGRAPHICS

Young people in the City of Whittlesea are facing significant challenges to transitioning to independent adulthood.

The City of Whittlesea has a relatively young population, which is forecasted to remain consistent (CoW 2018a). By 2041, Whittlesea’s population will increase by approximately 71% (.id 2018). As shown in Figure 9, the 18-24 population will grow proportionally, from 20,065 to over 34,000 (.id 2018).

Young people in Whittlesea come of age in an environment of disadvantage:

- Almost 10% of youth in Whittlesea are **DISENGAGED** (not engaged in education or employment), compared with 7.5% from Greater Melbourne (.id 2018)
- The **YOUTH UNEMPLOYMENT** (16.5%) rate is more than double the general unemployment rate (7.2%) (.id 2018)
- Whittlesea has a higher level of **SOCIO-ECONOMIC DISADVANTAGE** relative to most other municipalities in Greater Melbourne
- Over the last four years, the rate of reported **FAMILY VIOLENCE** in Whittlesea has increased by 29% and has now surpassed the rate for Victoria (CoW 2017e)
The number of homeless people counted in Whittlesea in 2016 was 630 (Australian Bureau of Statistics 2018a). By extrapolating the share of homeless persons aged 19-24 in Victoria of 17.5% (Australian Bureau of Statistics 2018a), I estimate that there are at least 110 homeless young persons in the 19-24 age cohort alone in the City of Whittlesea (Figure 10). It is, however, important to note that homelessness is difficult to measure, particularly among youth and those displaced by domestic violence, and estimates are assumed to be underenumerated (Australian Bureau of Statistics 2018a). Homeless youth is of particular concern to a population because it often leads to chronic adult homelessness (Homelessness Australia 2016).

**Homelessness by Age Group, Victoria**

![Homelessness by Age Group](image)

- **65 - 74**: 3.9%
- **55 - 64**: 7.3%
- **45 - 54**: 11.6%
- **35 - 44**: 13.7%
- **25 - 34**: 22.2%
- **19 - 24**: 17.5%
- **12 - 18**: 8.0%
- **Under 12**: 13.6%

Whittlesea equivalent: 110 persons

**Figure 10**: Whittlesea’s homeless
Source: ABS 2018a

The most recent *Human Services Needs Analysis* from Whittlesea Council revealed several shortcomings in service provision relevant to this proposal:

- Two of the most commonly reported **SERVICE GAPS** in the municipality are youth services and housing services (CoW 2018a)
- Many providers of youth services and housing services reported that they are **UNABLE TO MEET DEMAND** for their services (CoW 2018a)
HOUSING AFFORDABILITY

There is a shortage of affordable, appropriate housing in Whittlesea. Young people especially are confronted with few housing choices.

The current housing stock in Whittlesea is inadequate:

- Moderate to heavy **HOUSING STRESS** is affecting 53.8% of households in the municipality (CoW 2017e)
- Only 10.5% of rentals in 2017 in the City of Whittlesea are considered **AFFORDABLE DWELLINGS**, down from 33.3% in 2000 (Department of Health and Human Services 2018e)
- 1.3% of households live in **SOCIAL HOUSING** in Whittlesea, compared with 2.6% of households in Greater Melbourne (.id 2018)
- Approximately one in five Whittlesea residents reported in 2017 that they are **DISSATISFIED** with affordable housing choices (CoW 2017f)

### Table 1: Weekly rental amounts in Whittlesea

<table>
<thead>
<tr>
<th>WEEKLY RENTAL AMOUNT</th>
<th>% OF HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>$99 or less</td>
<td>3.4</td>
</tr>
<tr>
<td>$100-149</td>
<td>2.0</td>
</tr>
<tr>
<td>$150-199</td>
<td>2.4</td>
</tr>
<tr>
<td>$200-249</td>
<td>3.5</td>
</tr>
<tr>
<td>$250-299</td>
<td>12.0</td>
</tr>
<tr>
<td>$300-349</td>
<td>36.1</td>
</tr>
<tr>
<td>$350-399</td>
<td>25.4</td>
</tr>
<tr>
<td>$400-449</td>
<td>6.2</td>
</tr>
<tr>
<td>$450-549</td>
<td>3.6</td>
</tr>
<tr>
<td>$550-649</td>
<td>0.8</td>
</tr>
<tr>
<td>$650-749</td>
<td>0.3</td>
</tr>
<tr>
<td>$750-849</td>
<td>0.3</td>
</tr>
<tr>
<td>$850+</td>
<td>0.8</td>
</tr>
</tbody>
</table>

(Median weekly rental amount: $358)

### Table 2: Youth weekly income in Whittlesea

<table>
<thead>
<tr>
<th>WEEKLY INCOME (INDIVIDUAL)</th>
<th>% OF 18-24 POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nil</td>
<td>19</td>
</tr>
<tr>
<td>$1-149</td>
<td>13.7</td>
</tr>
<tr>
<td>$150-299</td>
<td>14.7</td>
</tr>
<tr>
<td>$300-399</td>
<td>8.9</td>
</tr>
<tr>
<td>$400-499</td>
<td>8.4</td>
</tr>
<tr>
<td>$500-649</td>
<td>9.6</td>
</tr>
<tr>
<td>$650-799</td>
<td>9.7</td>
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<tr>
<td>$800-999</td>
<td>8.2</td>
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<tr>
<td>$1,000-1,249</td>
<td>4.9</td>
</tr>
<tr>
<td>$1,250-1,499</td>
<td>1.5</td>
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<tr>
<td>$1,500-1,749</td>
<td>0.7</td>
</tr>
<tr>
<td>$1,750-1,999</td>
<td>0.2</td>
</tr>
<tr>
<td>$2,000-2,999</td>
<td>0.3</td>
</tr>
<tr>
<td>$3,000+</td>
<td>.1</td>
</tr>
</tbody>
</table>

Table 1: Weekly rental amounts in Whittlesea
Source: .id 2018

Table 2: Youth weekly income in Whittlesea
Source: ABS 2018b
On the previous page, Table 1 displays the weekly housing rental payments for households in the City of Whittlesea in 2016. Opposite this is Table 2, which shows weekly personal income distributions for the 18-24 age cohort. Table 3 below depicts the number of bedrooms per dwelling in Whittlesea.

<table>
<thead>
<tr>
<th>NUMBER OF BEDROOMS</th>
<th>% OF DWELLINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 or 1 bedrooms</td>
<td>1.4</td>
</tr>
<tr>
<td>2 bedrooms</td>
<td>8.5</td>
</tr>
<tr>
<td>3 bedrooms</td>
<td>46.9</td>
</tr>
<tr>
<td>4 bedrooms</td>
<td>33.2</td>
</tr>
<tr>
<td>5 bedrooms or more</td>
<td>4.1</td>
</tr>
</tbody>
</table>

Table 3: Dwelling size in Whittlesea  
Source: .id 2018

According to the data, young people have few affordable housing options in Whittlesea. The following are true:

- Almost one-fifth of this age cohort has no income.
- 36.1% of rentals in Whittlesea have a weekly payment of $300-349. Less than 8% of those aged 18-24 can afford this.
- 96.6% of weekly rental amounts are $100 or more. These dwellings are unaffordable to almost half of the 18-24 population.
- Each bedroom occupant of a 4-bedroom house would need to pay $89/week in rent for a dwelling at the median cost of $358. Almost half of the 18-24 population cannot afford this. If shared between 5 or more people, a median-priced dwelling would become more affordable, but only 4.1% of dwellings have 5 or more bedrooms.

Despite the lack of affordability in the private rental stock for young people, most social housing tenants are persons aged 55 years and older and children under 15 (Australian Institute of Health and Welfare 2018). Thousands sit on waitlists, while growth in stock has stagnated (Australian Government 2017). This has led to a practice of prioritisation, or granting housing places to only those with the greatest need, causing many others—including young people—to fall through the cracks (Australian Institute of Health and Welfare 2018).
OPTIONS FOR YOUTH

Few viable housing options are available to young people as they exit the family home or state care. Figure 11 depicts potential pathways. Homelessness is, of course, not a desired housing outcome for young people or anyone else. On the other end of the spectrum, home ownership is out of reach for most 18-24 year-olds in Melbourne, where it can take an average-earning couple over six years to save a 20% deposit on a home (Bankwest 2018). Similarly, very few rentals are affordable to the significant number of disadvantaged youth in Whittlesea. Crisis accommodation is short-term housing, usually limited to six or eight weeks. After this is exhausted, the only remaining option for many young people outside of family or state care is transitional housing and assistance.

Currently, Hope Street’s Whittlesea facility contains five units for young persons, but preferences those under 19 years old to help manage demand (Hope Street 2018b). Their Hope to Home program offers 4-month rental subsidies for young families, but excludes young singles (Hope Street 2018b). Plenty Valley Community Health in Epping also offers crisis accommodation to single adults, single parents, and young people. An additional youth crisis accommodation facility from Hope Street is planned for South Morang. While these intensive, short-term housing services are essential, they are not enough. Youth crisis accommodation and wrap-around services providers regularly observe chronic homelessness among young service-users (Melbourne City Mission 2010). In contrast, outcomes from transitional housing programs suggest that longer-term models see greater success in ending homelessness and
transitioning young people into independent adulthood (Steen & MacKenzie 2017; Holtschneider 2016). This success of youth-targeted housing solutions is due in part to the aspect of early intervention, which is both more effective and more economical than attempting to address homelessness and other welfare issues later in life (Australian Government 2010; Australian Institute of Health and Welfare 2011). As such, more medium- to long-term solutions are needed for the housing-vulnerable young population of Whittlesea.
Springboard Youth Home

To address the lack of medium- to long-term housing solutions for disadvantaged young people from Whittlesea, I propose Springboard Youth Home, a 75-bed social housing development based in Housing First philosophy.

Housing First

Springboard Youth Home as a housing solution is based on the principle of Housing First, that “people are more successful in moving forward with their lives if they are first housed” (Gaetz 2014, p. 3). Housing First models provide long-term housing and support services, and do not require “readiness”, including employment, sobriety, or absence of mental illness (Homeless Hub 2018). The rights-based philosophy argues that housing is a precondition for personal wellbeing and success, rather than the other way around. Models that apply a Housing First principle have experienced success in improving long-term housing stability for participants in North America (Trilling 2016; Gaetz, Scott & Gulliver 2013), as well as in Australia (Mission Australia 2016).

There are few examples of Housing First being applied to youth housing programs. In Australia, Launch Housing and Brotherhood of St. Laurence have partnered to deliver three Youth Foyers in Victoria, which provide accommodation for up to two years for young people unable to live at home, but apply an Education First philosophy by requiring that tenants be enrolled at a TAFE institution (Brotherhood of St. Laurence 2018). Though they do not explicitly acknowledge it, the overarching principle of Housing First is already embedded in Melbourne City Mission’s crisis accommodation facilities, where young people are only turned away if they pose a direct, violent threat to fellow occupants (Barclay 2018). These refuges, however, do not provide the long-term housing and support central to Housing First philosophy.

In Canada, there are a handful of Housing First youth housing programs, which have seen overwhelmingly positive outcomes (Gaetz 2014). The Infinity Project in Calgary, for example, reported increased income stability, increased wrap-around service usage, and housing retention of 95% (Scott & Harrison 2013). Canadian Housing First initiatives differ from the Springboard model in that housing is scattered in separate rental dwellings rather than congregated at a single facility. The major drawback observed in the Canadian model is that some youth were not prepared for this level of independence, and felt isolated (Forchuk et al. 2013).
Following examination of existing youth Housing First approaches, Canada’s Homeless Hub organisation has suggested that Housing First can be successfully applied through adjusting core Housing First principles for the needs of young people (Gaetz 2014). Table 4 lists these principles and describes how Melbourne City Mission will implement them.

<table>
<thead>
<tr>
<th>PRINCIPLE</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Immediate access to housing with no preconditions</td>
<td>This refers to the absence of conditions requiring that individuals be “ready” for housing, or without personal issues. Melbourne City Mission will not impose preconditions on youth needing to enter the Home (other than registration to the Victorian Housing Register, and in most cases, priority access list). Support staff will encourage and facilitate employment, education, and wellbeing of tenants, instead of requiring them as preconditions to housing.</td>
</tr>
<tr>
<td>2. Youth Choice and Self-Determination</td>
<td>This refers to client choice in terms of access to opportunities, support services, harm reduction, and housing. Tenants will determine which wrap-around services they use, and how and when they use them. No tenant will be required to engage with any particular service. Tenants will be encouraged to engage in education, training, and employment, but not required. Tenants may be encouraged to choose sobriety or abstinence where appropriate, and Melbourne City Mission will actively create an environment that reduces harm. In this model, tenants are unable to choose their location and type of housing. However, they may elect to act as a youth leader.</td>
</tr>
<tr>
<td>3. Positive Youth Development Orientation</td>
<td>This refers to provision of support that recognises the unique challenges and developmental needs among youth. Melbourne City Mission brings significant experience in support and housing for youth in crisis to this project. Staff will implement an</td>
</tr>
</tbody>
</table>
asset-based approach that emphasizes the strengths and talents of tenants. Youth leaders will facilitate personal development in residents.

4. Individualised and client-driven supports

Providers must recognise that each tenant is a unique individual. Melbourne City Mission will not take a one-size-fits-all approach, but instead be flexible in the amount of support provided to each tenant, and when and how it is provided. Youth leaders will provide additional individualised support.

5. Social and community integration

Housing should not stigmatize or isolate tenants. The development is designed to fight stigmatisation. Melbourne City Mission will support societal engagement through employment and education, as well as through relationships with youth leaders, resident peers, and family.

Table 4: Youth Housing First principles
Source: Gaetz 2014, Author

SOCIAL HOUSING

In addition to being grounded in Housing First philosophy, Springboard Youth Home is a social housing development. Social housing refers to short- and long-term rental housing owned and run by the government or by a community housing provider (Department of Health and Human Services 2018a). The Springboard model is considered community housing, as it will be managed by Melbourne City Mission. The major advantage of management by a community housing provider rather than government is the ability to be flexible and innovative in delivery (Australian Institute of Health and Welfare 2018), a necessity for this project.

A large portion of the funding for this development will be sourced from the Victorian Government’s Social Housing Growth Fund. This requires that all potential Springboard tenants be registered for social housing through the Victorian Housing Register (Department of Health and Human Services 2018b). Additionally, 75% of places (or 56 beds) at Springboard must target individuals from a priority access category. Melbourne City Mission will assist young people with becoming registered and will coordinate tenancy allocation with the Department of Health and Human Services.
Each tenant at Springboard will pay an affordable rent equal to 25% of his or her current total income. No additional charges, for example Internet or electricity bills, will apply. Total income includes government assistance, such as Newstart or Youth Allowance. If a tenant has no income, he or she will pay no rent. This rate is based on the rebated rent available to public housing tenants in Victoria (Department of Health and Human Services 2018d) and will ensure that Springboard remains affordable to each and every young person living there. Rental payments will go towards the operational costs of the facility, so that every dollar that Melbourne City Mission collects from Springboard tenants goes back into Springboard.

TARGET GROUP

The target group for this development is vulnerable 18-24 year-olds singles with links to the City of Whittlesea. “With links” may mean the individual has previously lived in Whittlesea, has family connections in Whittlesea, is enrolled in education or employed in Whittlesea, or otherwise. As council is a partner in this project, the development will prioritise current Whittlesea residents, but available spots may be allocated to young people from surrounding areas.

The 18-24 year-old cohort is the “tertiary education and independence” age group (.id 2018), which reflects Springboard’s vision to support young people as they move through tertiary education and/or gain experience in the workforce to transition to independent adulthood. Housing solutions for youth usually cater to ages 16-24. However, this model is more independent living with support than intensive-support accommodation, and will not be staffed overnight. Most of the rooms are double-occupancy, and kitchen and living spaces are communal. Consequently, the project is not appropriate for those under 18 or those with children. Existing services from Hope Street in Whittlesea are complementary to this model; by specifically targeting younger teens and young families, the Hope Street facilities serve those that Springboard does not.

Tenants may age to 25 while at the Home but must transition out before turning 26. There are no tenancy limits. However, if need is great enough that a waiting list begins to develop, Melbourne City Mission may examine implementing a two-year tenancy limit. This is consistent with other transitional housing programs, such as the Youth Foyer (Hanover Welfare Services 2010).
ACCESS

Entry to Springboard will occur through referral only. To protect young people, youth housing and services providers do not advertise the actual location of housing facilities. Instead, a youth service provider, housing service provider, social worker, or healthcare provider may refer a young person to Springboard. Referrals are most likely to come from Hope Street Whittlesea, Whittlesea City Corps (Salvation Army), Baseline Youth Services, and Plenty Valley Community Health.

Following referral, Melbourne City Mission will assess whether or not the young person is a member of the target group. If this is the case, Melbourne City Mission will complete the Department of Health and Human Services’ Register of Interest form and the Priority Access Application so that the young person may gain access to Springboard through the Victorian Housing Register.

In addition to having links to the City of Whittlesea, and belonging to the 18-24 age cohort, at least one of the following conditions must be true of the young person in order to become a Springboard tenant (applicable to 75% of places):

- experiencing homeless or at risk of homelessness
- has experienced homelessness previously
- experiencing family violence at current residence
- living somewhere temporarily to escape family violence
- living in transitional, emergency, or crisis housing

These categories correspond with the Victorian Housing Register Priority Access Application (Department of Health and Human Services 2017). Because family violence is widely experienced in Whittlesea, and homelessness is broadly defined, priority access is provided to those who need it, without being overly restrictive. Melbourne City Mission staff will provide the necessary documentation of living circumstances to support the application.

One quarter of places (19 beds) are not required to target individuals from a priority access category, and for these places the individual must only complete the Register of Interest form before becoming a Springboard tenant. The Home intends to serve vulnerable youth. However, not every young person needing housing support fits into one of these categories. Someone may live in an area with no transit connections, have no access to a car, and wish to attend a TAFE course in the CBD. Someone may not be homeless, but experiencing severe housing stress at their current residence. Melbourne City Mission will assess the need of each young person referred to ensure that the remaining 25% of Springboard beds are appropriately allocated to vulnerable youth.
THE SPACE

Springboard has a shop-top design with a mix of single-occupancy and double occupancy bedrooms and communal spaces.

The facility will be located in the northwestern corner of the 11-hectare council-owned lot in one of the mixed-use (commercial, community, and residential) blocks conceptualised for the site, illustrated in Figure 12. It will occupy approximately 484m$^2$ of ground space (Table 5), and will contribute to a vibrant Civic Precinct of higher urban densities (DesignInc 2013). Green space is provided through park space adjacent to the Plenty Ranges Arts and Convention Centre (DesignInc 2013).

Figure 12: Civic Precinct Masterplan
Source: Adapted from DesignInc 2013
The Civic Precinct Masterplan implies that street parking will be available down the central north-south spine (DesignInc 2013), exemplified in Figure 14, and does not specify any additional ground space for resident parking. As this is a unique facility, it is difficult to determine how many parking spaces are required by the City of Whittlesea Planning Scheme. Council, the landowner, will determine the appropriate number of car spaces for Springboard, and may allow significant parking concessions due to the location and nature of the facility.

Springboard’s built form will practice aesthetically appealing, environmentally sustainable design that generates a sense of pride, minimises stigmatisation of the Home. Figure 13 depicts an example of the potential character of residential development in the Civic Precinct (DesignInc 2013). A rooftop garden, exemplified in Figure 17, will offer healthy recreation and additional shared outdoor open space for residents.

The double-occupancy rooms and communal space design resembles dormitory-style living, and is intended to foster community among Springboard residents. An example layout of two double-occupancy rooms with a shared bathroom is shown in Figure 15. Single-occupancy rooms for youth leaders are provided with an en-suite bathroom. Each of the five upper residential floors will contain three single-occupancy rooms, six double-occupancy rooms, and one of each type of communal space.
Furnishings in bedrooms and common areas will be youth-oriented and create a homey—rather than institutional—environment. An example of how a communal kitchen might be furnished is shown in Figure 16.

The ground floor will have three separate entrances: one to the Melbourne City Mission office space (during office hours this will also have internal access to and from the Home), another for Springboard residents with key card security access to a lift and stairs to the upper storeys, and a third for a subleased commercial space. In total, Melbourne City Mission will occupy 2,128.5m² of the floor area in the facility, subletting 193.5m² of the ground floor to a third party of their choosing, with Council permission. The organisation will only sublease the additional ground floor space to a business or agency that will implement a use compatible with sharing a facility with a youth housing provider, such as another community service provider, or a STREAT café, which trains and employs vulnerable young people (STREAT 2018).

Dimensions of private and shared spaces (Table 5) exceed minimum standards, and the building is oriented on the site to optimise north-facing solar access to bedrooms and living areas, consistent with the Apartment Design Guidelines for Victoria (DELWP 2016).
### RESIDENT YOUTH LEADERSHIP

Springboard Youth Home will include a leadership program modelled after the role of a resident advisor common in university dormitories. Youth leadership considers young people as “problem-solvers, not problems to be solved” (MacNeil 2006, p. 31) and benefits the young people involved, the supporting organisation, and the larger community (MacNeil 2006).

Resident leaders will occupy the single-occupant rooms at the Home, and will mentor 4 tenants (two double-occupancy rooms). Their function is to provide support to youth residents and liaise between Melbourne City Mission and residents. More specifically, there are five areas of expectation for those in a youth leader role at Springboard, based on the expectations of a resident advisor at Monash University (Resident Services 2018). Table 6 lists and describes the expectations. Because the facility is not staffed overnight by Melbourne City Mission, leaders play an especially important role in the evening and night hours, when there are no staff members present and would call for emergency assistance in the event of a crisis.

<table>
<thead>
<tr>
<th>SPACE</th>
<th>DIMENSIONS</th>
<th>QUANTITY</th>
<th>TOTAL M²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-occupancy bedroom</td>
<td>4 x 4 (16m²)</td>
<td>15</td>
<td>240</td>
</tr>
<tr>
<td>Double-occupancy bedroom</td>
<td>5 x 5 (25m²)</td>
<td>30</td>
<td>750</td>
</tr>
<tr>
<td>Kitchen/Dining</td>
<td>7 x 7 (49m²)</td>
<td>5</td>
<td>245</td>
</tr>
<tr>
<td>Living</td>
<td>10 x 10 (100m²)</td>
<td>5</td>
<td>500</td>
</tr>
<tr>
<td>Bathroom</td>
<td>2 x 2 (4m²)</td>
<td>30</td>
<td>120</td>
</tr>
<tr>
<td>Laundry</td>
<td>4 x 4 (16m²)</td>
<td>5</td>
<td>80</td>
</tr>
<tr>
<td>Ground office space</td>
<td>25 x 15.5 (387m²)</td>
<td>1</td>
<td>387</td>
</tr>
</tbody>
</table>

**Net Interior Floor Area:** 2,322m² (387m² each level)

+25% additional space for building components (Department of Planning and Environment 2018) 580.5

**Gross Floor Area:** 2,902.5m²

**Building Envelope:** 483.75m²

Table 5: Building measurements
Source: Author
<table>
<thead>
<tr>
<th>AREA OF EXPECTATION</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Personal development and welfare</td>
<td>Provide mentees with personal support, e.g. encouragement in pursuing academic and professional interests</td>
</tr>
<tr>
<td></td>
<td>Build positive relationships with each mentee</td>
</tr>
<tr>
<td></td>
<td>Communicate concerns and opportunities for mentees with Melbourne City Mission staff</td>
</tr>
<tr>
<td></td>
<td>Act as a positive role model to mentees</td>
</tr>
<tr>
<td></td>
<td>Assist mentees with fulfilment of household chores</td>
</tr>
<tr>
<td>2. Living environment</td>
<td>Promote a positive, supportive living environment free of judgement, harassment, bullying, or other anti-social behaviours</td>
</tr>
<tr>
<td></td>
<td>Report anti-social behaviours to Melbourne City Mission staff</td>
</tr>
<tr>
<td></td>
<td>Mediate minor conflicts constructively and fairly</td>
</tr>
<tr>
<td>3. Promotions and information</td>
<td>Help Melbourne City Mission to disseminate relevant information regarding activities or opportunities to mentees</td>
</tr>
<tr>
<td></td>
<td>Respond to basic queries from new residents as they adjust to Springboard, e.g. regarding the facilities, the local neighbourhood, etc.</td>
</tr>
<tr>
<td></td>
<td>Assist Melbourne City Mission staff with administration of the annual tenant survey</td>
</tr>
<tr>
<td>4. Community development</td>
<td>Encourage residents to participate in community events</td>
</tr>
<tr>
<td></td>
<td>Help mentees to develop a respect for residents, the Springboard facility, and the larger community</td>
</tr>
<tr>
<td>5. Social and recreational</td>
<td>Facilitate social connections between residents</td>
</tr>
<tr>
<td></td>
<td>Communicate regularly with mentees to provide advice, assistance, or just a listening ear</td>
</tr>
<tr>
<td></td>
<td>Organise an event or activity related to an area of interest, e.g. a football match, an outing to the cinema, gardening</td>
</tr>
</tbody>
</table>

Table 6: Youth leader role description  
Source: Resident Services 2018, Author
In order to become a youth leader and occupy a private room, a young person must:

- have lived at Springboard for at least one year. This is not applicable for the first year that Springboard is in operation.
- apply through Melbourne City Mission staff. Staff will determine whether or not the individual is appropriate for the role based on responses to a questionnaire, and staff’s general knowledge of the individual.
- complete a half-day leadership training session with Melbourne City Mission staff to familiarise themselves with the role.
IMPLEMENTATION

Springboard’s implementation will occur through a unique partnership and a combination of public and private funds. Once the project is up and running, Melbourne City Mission will conduct ongoing monitoring and evaluation to measure Springboard’s success.

GOVERNANCE

Figure 18 depicts the team of organisations that will implement this project. Melbourne City Mission and Whittlesea Council are the primary owners of the project. Launch Housing, Hope Street, and Baseline will support the project, but will not oversee any aspect directly. At the heart of the project are the residents themselves.

Figure 18: Project governance
Source: Author
SPRINGBOARD YOUTH will elect if, when, and how they access wrap-around services. Tenants will also decide when to transition from the home (must occur before they turn 26). Each tenant will be responsible for a few household chores each week, such as vacuuming the living space, or taking the rubbish out, through a master schedule at Springboard. Household chores help to build personal responsibility, self-worth, and readiness for independent living among adolescents (Barrett 2000). Youth leaders will encourage mentees to access relevant services and pursue academic and professional aspirations, as well as support their personal and social development.

MELBOURNE CITY MISSION is the largest government-supported youth homelessness service provider in Victoria, with a demonstrated record of success (Melbourne City Mission 2017). The organisation will act as project and facility managers for Springboard. Two youth workers and one project director will occupy half of the 387m² ground floor office space during office hours Monday to Friday. Responsibilities include but are not limited to:

- acquisition of funds (with Council)
- project initiation and development (with Council)
- building maintenance
- administration of annual tenant survey
- project monitoring and evaluation
- registration of potential tenants to Victorian Housing Register and priority access list
- case management
- service collaboration with other providers in the municipality
- training and oversight of youth leaders
- allocation of household chores
- risk management

WHITTLESEA COUNCIL will own the land parcel on which Springboard is located and the building it inhabits. The lease period will be a similar arrangement to the future Hope Street South Morang facility, which was granted a lease term of 30 years with the option for an additional 10 years, and the Epping Community Services Hub, where the Brotherhood of St. Laurence are lead tenant and sublet additional space to other agencies (CoW 2018b). Melbourne City Mission will sublet half of the ground floor commercial space to a third party with a use compatible with Springboard. Because this project is the first of its kind, there is risk to council using public assets to enable it. In recognition of this risk, Melbourne City Mission will accept a lease period of 10 years, at $100 per annum plus GST, with the option to extend an additional 30 years. If Springboard is not meeting its goals, Council may decide to discontinue
the project after 10 years and repurpose the land and facility. As the owner, council will submit funding applications with Melbourne City Mission to cover the costs of development.

HOPE STREET & BASELINE will provide wrap-around service connections and referrals to the Home. Melbourne City Mission might encourage a resident currently not engaged in education or employment to participate in one of Baseline’s creative programs, for example. Conversely, Baseline might be familiar with a young person experiencing family violence and may refer them for a place at Springboard. Hope Street may refer a young person with no viable housing options to Springboard after he or she has exhausted their stay at Hope Street’s new crisis facility.

LAUNCH HOUSING will bring their expertise in implementing innovative housing projects to the development phase of Springboard. Their Ballarat Road project has been commended for the unique design and partnership that will house 57 single homeless adults (Minister for Housing, Disability, and Ageing 2017). Melbourne City Mission youth housing projects generally follow a traditional refuge model; the organisation can benefit from the experience Launch Housing has to share.

COSTS & FUNDING

Based on average building costs for residential facilities in Greater Melbourne, the estimated cost of constructing and furnishing the facility is $10 MILLION (Andrew Nock Valuers 2018). Table 7 lists the sources and amounts that will fund the development of this project.

The SEFA loan will be repaid with income generated from the commercial ground floor space rented to a subtenant. In Melbourne, the average rent per square metre for a new commercial/office property in Melbourne is approximately $700 per auum (Cummins 2018). At this rate, renting 193.5m² of the ground floor commercial space could yield $135,450 per year. Melbourne City Mission could pay off the SEFA loan in under 10 years, after which the rental income could support Springboard operational costs.

Funds from the new Social Housing Growth Fund are dependent on future tenants being registered with the Victorian Housing Register, and 75% of places at Springboard targeting those on the priority access list. Melbourne City Mission will comply with these conditions. The
Fund’s predecessor granted up to $8 million to a single housing project from the Port Phillip Housing Association in 2016-2017 (Consumer Affairs Victoria 2018); there is precedent for acquiring from State Government the amount of funds that may be needed from this source for the project.

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victorian Government: Social Housing Investment Planning (SHIP) Grant—provides funds innovative social housing projects between local councils and community housing providers (Department of Health and Human Services 2018c).</td>
<td>$200,000</td>
</tr>
<tr>
<td>Social Enterprise Finance Australia (SEFA) loan. SEFA offers loan to projects that contribute to positive social or environmental impact. Interest rates, and loan conditions are dependent on the proposal (SEFA 2018).</td>
<td>$1 MILLION</td>
</tr>
<tr>
<td>Melbourne City Mission will pursue project contributions through their regular channels: State and Federal government funds, and philanthropic donations (Melbourne City Mission 2018)</td>
<td>(TBC)</td>
</tr>
<tr>
<td>Victorian Government: Social Housing Growth Fund—a <em>Homes for Victorians</em> $1 billion fund that will support new social housing developments on non-Victorian Government land (Department of Health and Human Services 2018).</td>
<td>(REMAINDER)</td>
</tr>
</tbody>
</table>

Table 7: Project funding
Source: Author

Melbourne City Mission will cover ongoing costs. These may include, but are not limited to:

- two youth support worker salaries
- one project director salary
- Springboard events and programs
- utilities (electricity, Internet, etc.)
- building maintenance and repairs

Springboard will generate some rental income from tenants, but this is difficult to estimate, as it will vary significantly dependent on tenants’ total incomes. Rental income will be used to cover Melbourne City Mission’s ongoing operational costs.
The up-front cost of developing and operating a project such as Springboard is its biggest challenge to scalability. However, it is important to understand that treating the homeless is more expensive than housing the homeless (Wood et al. 2016). Research estimates a cost to the community of $17,868 in justice and health services per year for every young person that is homeless (Mackenzie et al. 2016). If even 75% of Springboard’s residents were deterred from homeless by the Home, it would generate a savings of over $1 million each year, and recoup its initial public investment in under 10 years.

MONITORING & EVALUATION

Melbourne City Mission will undertake monitoring and evaluation of Springboard to determine whether the project is achieving its goals. Responses to an annual tenant survey are a central aspect of the evaluation program. Melbourne City Mission will publish an annual report with the results from the tenant survey, and the most recent figures from other sources. Table 8 details the evaluation method(s) for each goal.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>EVALUATION METHOD(S)</th>
</tr>
</thead>
</table>
| 1. Provide affordable housing to at least 75 young persons from the City of Whittlesea each year. | • Melbourne City Mission will record of the number of youth that resided at the Home each year.  
• Annual survey, *ex: It is affordable to be a Springboard resident*—strongly agree/agree/neutral/disagree/strongly disagree |
| 2. Provide young people with connections to services that will improve their social, health, employment, and educational outcomes. | • City of Whittlesea Human Services Needs Analysis (conducted every three years), indicator: Increasing demand for youth support services  
• Annual survey, *ex: I am able to access the services and support I need through Springboard*—strongly agree/agree/neutral/disagree/strongly disagree |
| 3. Fill an existing service gap in youth-targeted medium- to long-term housing solutions in Whittlesea. | • City of Whittlesea Human Services Needs Analysis (conducted every three years), indicator: fewer service gaps in youth services and housing services, decrease in unmet demand for youth services and housing services  
• Annual survey, *ex: Springboard fulfills my housing need in the City of Whittlesea*—strongly agree/agree/neutral/disagree/strongly disagree |
4. Decrease the number of youth experiencing homelessness, housing crisis, or housing stress in Whittlesea.

- Australian Bureau of Statistics (ABS) Census data (conducted every five years): City of Whittlesea homeless count (Youth homelessness is difficult to measure and ABS does not provide a count of homeless youth, specifically. The Annual Household Survey from Whittlesea failed to reach the homeless population. The method of extrapolating the proportion of homeless youth in Victoria to the City’s overall homeless count will serve as an indicator for this goal until methodology in this area improves)

5. Foster leadership and empowerment among youth residents.

- Annual survey, ex: I am in control of my future—strongly agree/agree/neutral/disagree/strongly disagree

6. Promote professional and academic engagement to decrease the rate of youth disengagement in Whittlesea.

- ABS Census data (conducted every five years): youth disengagement rate
- Annual survey, ex: Living at Springboard has encouraged me to pursue academic and professional goals—strongly agree/agree/neutral/disagree/strongly disagree

Table 8: Monitoring & Evaluation
Source: Author

RISKS

No innovation is without its risks. The major identified risks that the project will face are explained below.

RISK OF COMMUNITY OPPOSITION: Affordable housing proposals are often confronted with community opposition (Davison et al. 2013). Springboard is less likely to encounter this problem, as it is most common in wealthy areas with no precedent for similar facilities. However, in the case that community objections to Springboard arise, Melbourne City Mission will seek advice from Launch Housing, who experienced community backlash to their Ballarat Road project and eventually received Ministerial approval for development (Victorian Government 2018).

RISK TO YOUNG PEOPLE: I acknowledge that there is inherent risk in the development of a larger-scale facility for vulnerable young people. Melbourne City Mission will develop a comprehensive risk management plan based on their extensive experience in providing housing services to young people.
RISK OF FAILURE: Lastly, as the first of its kind, there is risk that Springboard will simply fail. Melbourne City Mission will remain flexible throughout implementation, and may make alterations to the model, such as hiring overnight staff. Council can consider the first 10 years of Springboard a trial period. Once the initial lease is up, council is not obligated to renew unless Springboard is proving successful, and Council wishes for Melbourne City Mission to continue its work.
CONCLUSION: RECOMMENDATIONS

An average of 833 young people aged 15-24 will be added to the City of Whittlesea each year through 2041 (.id 2018) as the City implements its Plenty Valley Precinct Structure Plan. Concurrent with this, I recommend it also implement this housing solution proposal. Following is a list of specific actions I recommend that Council take to make Springboard a reality.

- Submit funding applications to the State Government and Social Enterprise Finance Australia in collaboration with Melbourne City Mission, pending funding contributions from Melbourne City Mission
- Allocate 484m² from the north-western corner of the 25-35 Ferres Boulevard site for the Springboard Youth Home facility
- Create a lease agreement with Melbourne City Mission for the 2,322m² facility with a provision allowing the sublease of 193.5 m² of ground floor space, for an initial 10 years, following public notice and consideration of the lease under Section 190 of the Local Government Act 1989 (Victorian Government 2011)
- Lease the additional ground floor commercial space to a third party that will implement a use compatible with Springboard
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