Eastern Selwyn
Community Spaces Plan

14 September 2016

SPORT SPACES & FACILITIES
STRATEGY PLANNING MANAGEMENT

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Disclaimer

In preparing this plan, it has been necessary to make a number of assumptions on the basis of the information supplied to Global Leisure Group Limited in the course of investigations for this study. The recommended actions contained in this report are subject to uncertainty and variation depending on evolving events, but have been conscientiously prepared based on consultation feedback and an understanding of trends in community space provision.
The authors did not carry out an audit or verification of the information supplied during the preparation of this report, unless otherwise stated in the report. Whilst due care was taken during enquiries, Global Leisure Group Limited does not take any responsibility for any errors nor mis-statements in the report arising from information supplied to the authors during the preparation of this report.

1. Background

The sustained population growth and rapid expansion of townships within the Selwyn District Council (Council) area over the last ten years has seen Eastern Selwyn in particular, evolve from dispersed isolated rural communities to more populous and diverse urban populations.

This change appears to have placed pressure on existing community spaces.

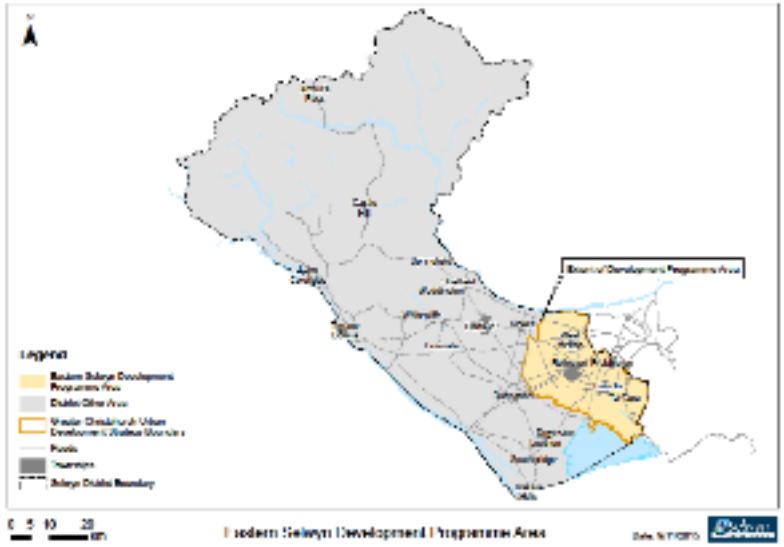
As a provider and enabler of community spaces, it is vital for Council to understand how this dynamic impacts the current and future supply of, and demand for, community space in the Eastern Selwyn area, which is experiencing the highest rate of growth and urbanization in New Zealand.

With awareness of the apparent increasing pressure on community spaces, Council engaged the services of the Global Leisure Group (GLG) to undertake a Community Space Needs Analysis for Easter Selwyn and develop a Community Spaces Plan for Eastern Selwyn.

2. Introduction

The purpose of this plan is to provide Council with clear direction for current and future community space provision, enabling them to make appropriate community space contributions (right time, place, type and quality), through to 2031.

What is meant by 'Eastern Selwyn'?
While many of the fundamental concepts of this plan are applicable to the wider Selwyn District, the particular focus of the Plan is on Eastern Selwyn, which extends from Rolleston in the west to West Melton to the north, Prebbleton and Lincoln to the east and as far as Springston in the south.



What is meant by 'Community'?
In this plan the word 'community' is primarily used to refer to a 'geographic community', such as particular local area within Eastern Selwyn, at times the term 'community' is also used to describe a particular 'community of interest' around for example age, gender, culture, sport, hobbies etc. that might span all of Eastern Selwyn (such as older residents).

What are 'Community Spaces'?
Community spaces are defined as any space (inside or outside, public or privately owned) that is available for community use. Community spaces are a focal point for residents (and visitors) and can include libraries, community centres, halls and meeting rooms, parks and reserves, church grounds and more recently commercially owned spaces such as café's and markets which are becoming increasingly popular community spaces for gatherings. The 'space' can be a cluster of distinct spaces, an example of such a community space is Lincoln Green that includes several building opening onto a central commons space. The Plan excludes aquatic and specialised sports facilities that are planned for in other Council documents.

What is 'Community Development'?

Community Development is both a profession (such as a Council Community Development Advisor) and a way of working with communities. It seeks to empower individuals and groups of people within a community through the development of skills they need to effect change or address issues within their communities. Those in positions of traditional power (e.g. Council staff) take a 'facilitative' and 'enabling' approach working as equals alongside the community as opposed to dictating or 'leading from the front'. An example of Community Development in action would be a group of passionate people (including young people) coming together with the support of Council staff (e.g. Council's Community Development Team) to plan and deliver a Youth Festival in Eastern Selwyn, to give young people a fun day out, the opportunity to form social connections, a sense of worth and value, and an increased understanding of the range of youth friendly activities and services they can access within their community.

Community Development's key purpose is to build communities based on justice, equality and mutual respect. It involves changing the relationships between community members and people in positions of power, so that everyone can take an active part in the development of the community they live in, and the aspects that affect their lives. It is a strengths based approach predicated on the principle that within any community there is a wealth of knowledge and experience, which, if utilised effectively can be channelled into collective action to achieve the communities' desired goals.

3. Methodology

An internal Council Staff Project Team was formed to oversee the plans development, meeting regularly with GLG at key milestone stages. The Plan was developed based on quantitative and qualitative findings achieved from the following methodology carried out over April, May and June 2016:

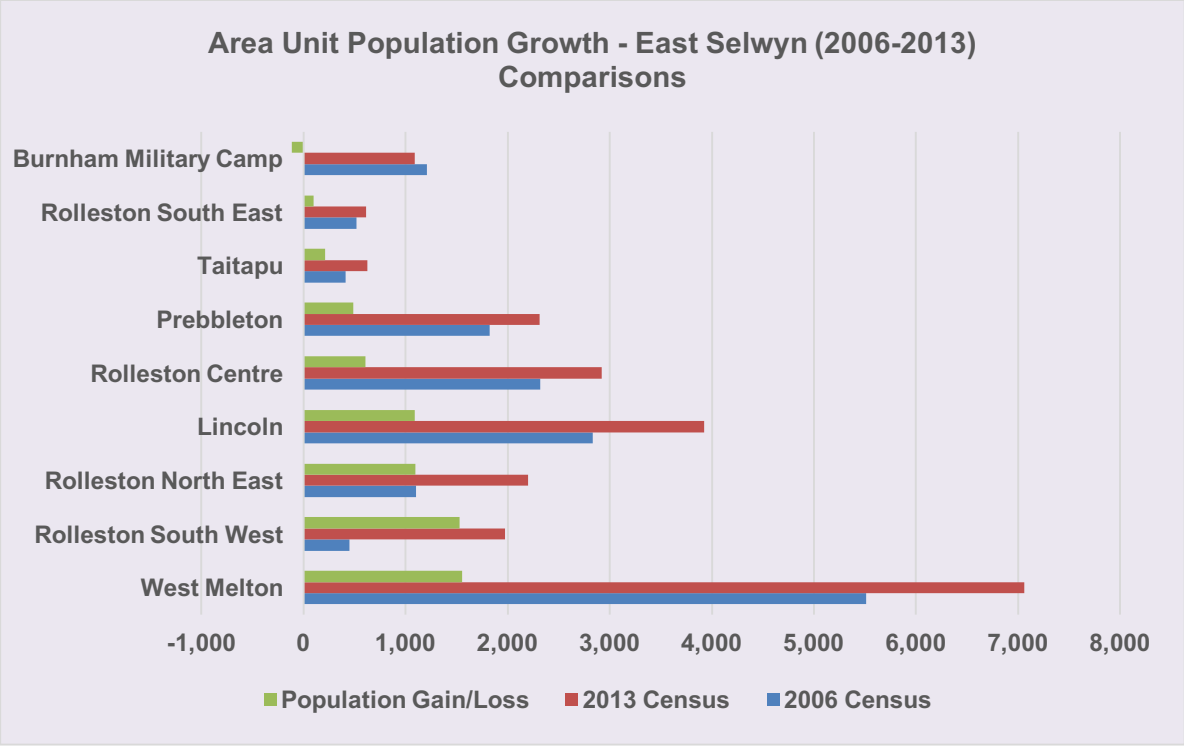
- Literature Review including demographic analysis, trends and insights
- 7 Key Informant Interviews
- 5 Planned Random Encounters with Residents held at Rolleston (2), Lincoln (2) and Prebbleton (1)
- Community Space Providers Online Survey - emailed to 89 Community Space Providers identified by the Project Team
- Community Space User Groups Online Survey - emailed to 61 groups known to use community spaces identified by the Project Team
- Residents Online and Hard Copy Survey (66 surveys received, 48 online, 18 hard copy).
- Project Team Workshop - presentation and discussion of key findings, options and opportunities
- Councillors Workshop - presentation and discussion of key findings, options and opportunities
- 9 School and Educational Institution Interviews
- Development of draft plan
- Draft Plan Reviewed by the Project Team
- Preparation of final draft

Further detail on the methodology can be found in the supplementary research report.

4. Demographics

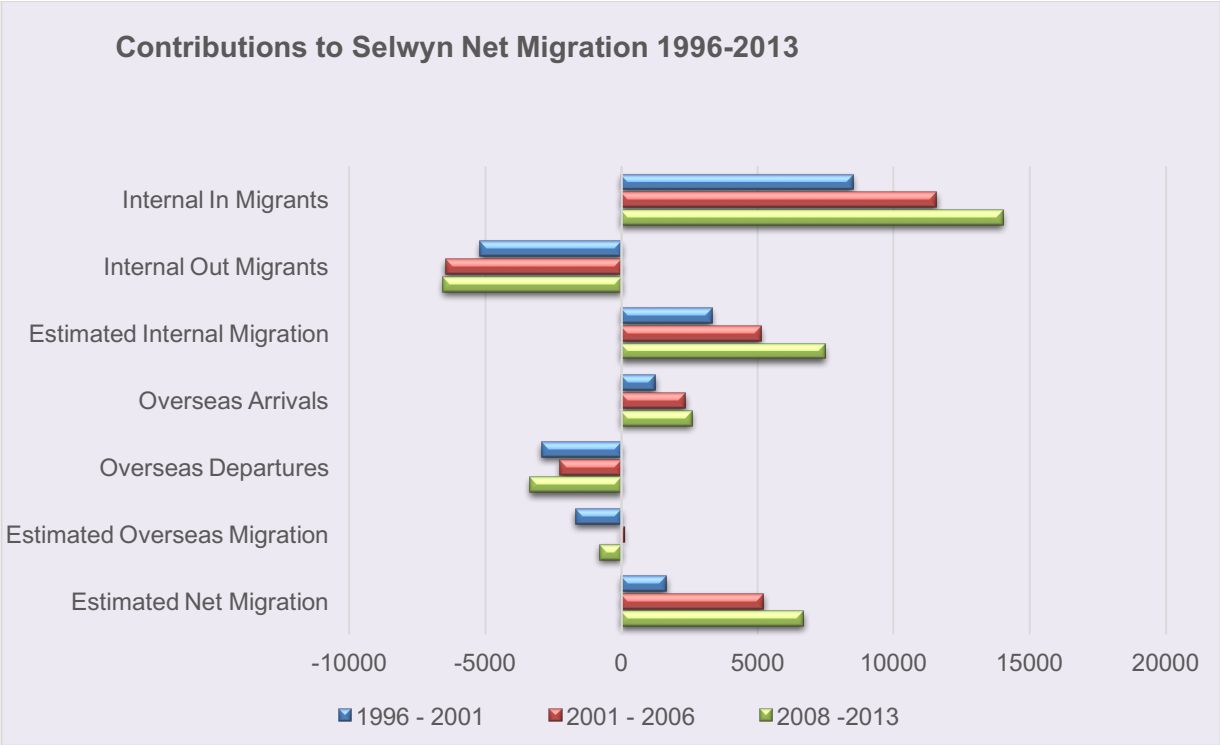
Population Growth (East Selwyn)

The more substantial population growth in Selwyn has been in the East Selwyn areas since 2006 and significantly in West Melton and South West Rolleston, North East Rolleston and Lincoln.

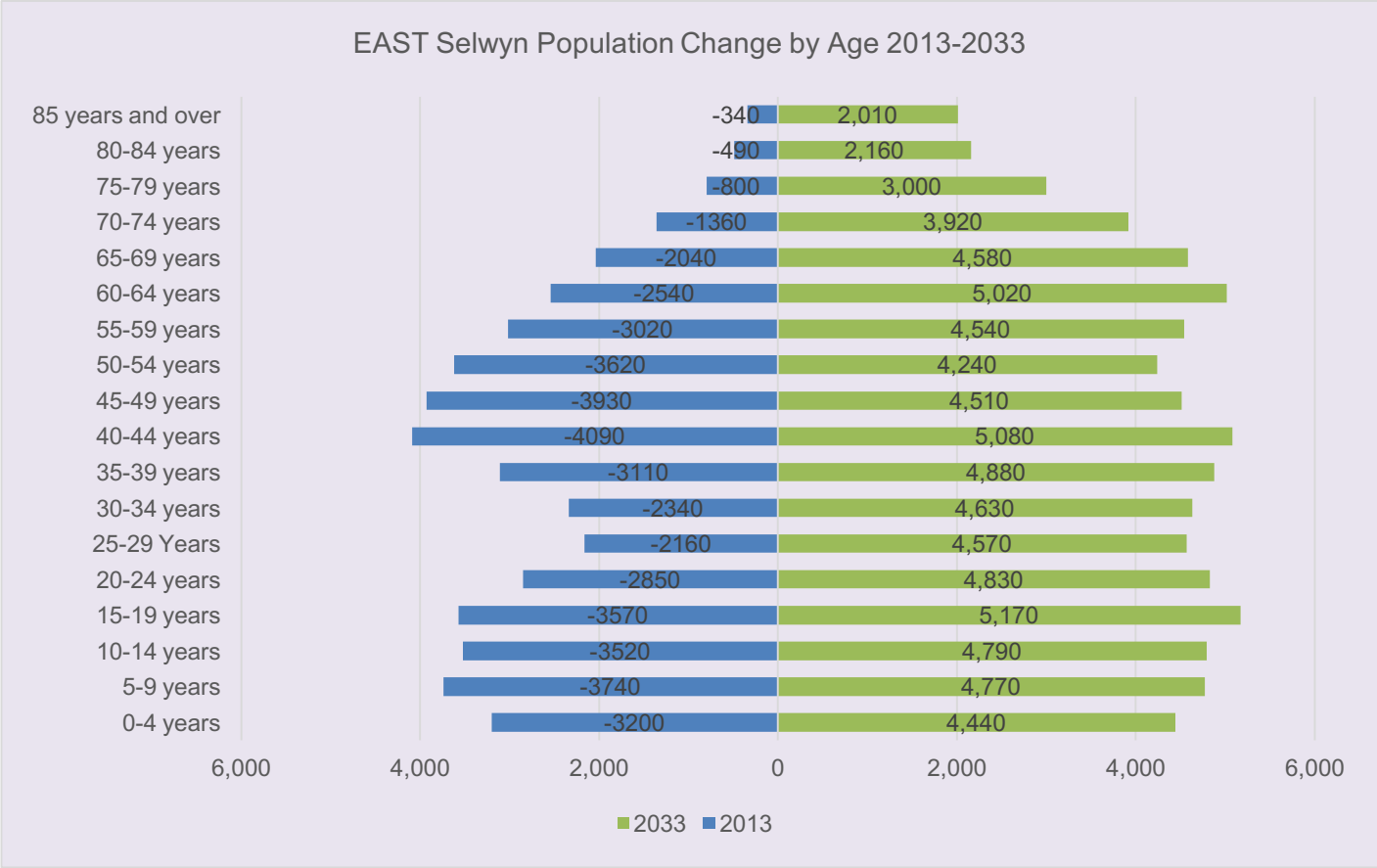


Migration (Selwyn)

Net migration is in positive territory in the three census periods with the last two 2001 – 2006 at 18.5% and 2008 -2013 at 17.5 % showing substantial net migration into Selwyn. Although the predominant driver is internal migration from Christchurch City there is wider migration, particularly from Auckland. There is an expectation of continuing internal migration post-earthquake and indications of substantially increased housing consents.


Contributions to Selwyn Net Migration 1996-2013
Internal In Migrants
Internal Out Migrants
Estimated Internal Migration
Overseas Arrivals
Overseas Departures
Estimated Overseas Migration
Estimated Net Migration
-10000
-5000
0
5000
10000
15000
20000
1996 - 2001
2001 - 2006
2008 -2013

Implications of Structural Aging on Community Space Need 2016-2040 (Selwyn)



Structural Aging[1] is an important concept in understanding who will be around to use community spaces within the Selwyn District now and in the future. Population projections for age cohorts provide indicators of likely participation preferences and the strength of demand for particular services/community facilities associated with a particular age cohort in the future.

Selwyn's young people 15-19 year olds (School leavers) will increase with greater numbers 2021-2026, then reduce 2026 – 2031 then increase again in the 2031-2041 period. The numbers "bounce around" making demand fluctuate for this age cohort. This cohort will be more significant as the Selwyn population includes a greater proportion of younger residents than the norm in other Council areas in the region.

[1] Structural aging refers to the changing proportions at each age

In addition, Selwyn District is one of those areas with growth occurring in the 40-54 and 55-64 years cohorts, few Councils in New Zealand can expect to see growth in these age cohorts.

Selwyn will experience growth in the 65 plus age cohort of 35-37% from 2013-2033 but this is lower growth than will be seen in many other Council areas (e.g. Christchurch at 61-69% growth).

Age Cohort	**What's happening to the age-cohort over time (2016-2033)**	**Implications for community space provision**
The very young	Net migration as young families continue to move into the area.	TARGET AREA Provision for children essential
Teenagers	Bubble of very young moving through maintain higher numbers in Selwyn, as does net migration.	TARGET AREA Innovative provision of community space for teens consistent need over time, target areas Prebbleton, West Melton, Rolleston, Lincoln, Springston[2]
Early to mid 20's	Lower numbers	Fewer community services need to be focused in this area. Traditionally fewer community services used by this group.
Late 20's early 30's	Lower numbers initially	Fewer and focused elsewhere so less of a target for community space
Mid 30's to late 40's	Continued growth[3]	TARGET AREA Family oriented community space
50's to retirement	Continued growth	TARGET AREA Empty nesters likely to be heavy users of community space
65 plus	Growing but not as much as other areas in NZ	TARGET AREA Heavy users of community space

[2] Selwyn 2031 – Background Information p74
[3] Selwyn 2031 – Background Information p74

5. Strategic Alignment

The Selwyn Community Spaces Plan has been informed by trends and policy research findings and aligned where assessed as relevant and appropriate (summarised from the separate supplementary research report);

International

Over the 30 years the community spaces needed will continue to be influenced by the growth and changing character of the Eastern Selwyn population (age structure and composition, ethnicity, etc.) and by mega societal trends such as digital technology. Community space won't be defined by a building but by focal points in the community and will become known as village and communal gathering places. These gathering places will have a range of flexible spaces that allow people to work/play/be/meet together in groups or work/play/be alone but connected to others and are outside of their homes. They will facilitate enquiry, self-reflection, social interaction, formal and informal activity.

Considering a broader perspective, many studies tell us that community space will need to be accessible and visually apparent from a distance away. The interiors will need to be visible from the outside so people can see community life happening in these spaces. The outdoor areas will be usable as community space. These spaces will need to be comfortable, safe, gender and culturally balanced reflecting the community at large; and be clean and well managed.

National

New Zealand has a legacy of community halls, many are old, designed for community dances and shows, many have been retrofitted. They have poor levels of comfort and ease of use and are mostly under-utilised. In rural areas and towns they were the community meeting place and they were important in that context. Today, less so with greater mobility and people pursuing a particular area of interest they are less relevant unless they can adapt and be "many things to many different people". Retrofitting some buildings will redefine them as contemporary community spaces and increase their utility and value. Retention of old halls (not suitable for retrofitting) consumes funding, limits innovation and selective replacement with new fit for purpose spaces. Where facilities have been strategically located with other spaces (such as libraries/performing arts facilities) at a key site and where they have been activated with staffing and programming via community development models, there has been significantly higher utilisation. Research tends to support the notion of different types of community space located at key sites across a geographical area is best.

Regional & Local

There are significant strategic plans already in place that impact on provision of community spaces in Eastern Selwyn (listed below). Several of these plans have been developed as part of the earthquake recovery effort. These plans largely reflect best practice in provision of key infrastructure for the communities in Eastern Selwyn

Best Practise

SDC Plans and Strategies	Best Practice Principles							
	Supports Principle of Partnership	Activation via professional input	Hub and Focal Point approach	Needs to be accessible (age/ethnic distribtution)	Accessible for disability community	Placed where community congregates	Supports adaptable space provision	Recommends improved information
Selwyn Physical Activity Plan (April 2007)	■		■					■
Greater Christchurch Urban Development Strategy Updated Action Plan 2010	■					■	■	
Spaces, Places and People Plan for Sport and Recreation in Greater Christchurch (Updated February 2013			■		■	■		
Selwyn Community Centres and Halls Strategic Plan 2013	■	■	■				■	
Selwyn District Council Context Report (In response to the Land Use Recovery Plan (Action 27) Dec 2014						■		
Assessment and Review of Key Activity Centres – Selwyn District (2014)						■		
Rolleston Town Centre Masterplan (April 2014)	■			■	■	■		
New Comers and Migrant Strategy 2015				■				
Research into the needs of Children, Young People and Adults with Disabilities in the Selwyn District March 2016	■	■		■	■		■	

Conclusion

There is no one solution in the literature for the provision of Community Spaces. There are spread throughout the literature many examples of good quality community spaces and many principles that underpin the provision of good community space. It is difficult to generalise across global and national boundaries due to cultural, economic and social differences. Changing trends in how people recreate and socialise also impact markedly definitions of best practice in terms of activities within community space.

Through a review of research[4] it was determined that the best approach would be to describe the principles along with examples of practice that lead to: increased space utilisation (often by creating focal points); ensures sustainability (often through partnership in provision); and maintains flexibility to account for fluctuations in age structure.

6. Key Findings

Eastern Selwyn reflects the national picture in terms of current stock of community facilities. However, the rapid population growth and related demand for community spaces presents an opportunity to invest in a network that reflects the new resident population and their needs.

Selwyn's future population will include significant numbers of young people, fewer people in their early 20's and 30's, and significant numbers in their 40's and 50's compared to the national population age profile**,** and the area will continue to experience positive net migration.

What constitutes Community Space is changing, from the traditional community hall utilised for events through to small group meetings to 'any area (inside/outside, public/private) that is available for community use'. A community space is where people come together for a common reason, creating a sense of community through social engagement, having a sense of ownership, and shared experiences. Coffee and commerce now go hand in with community spaces, or should do, and who owns the space is far less important than how welcoming and inclusive the space is. Community spaces now include café's, markets, schools (outside standard operating hours) and other business and community premises. They are more about the site in its entirety rather than just a single space (or building) and are more about creating connections within the site and to the wider area and amenities surrounding it.

Most traditional Community Spaces are: not fit-for-purpose, inflexible, poorly equipped, have unused capacity, and are disconnected to their surroundings. They are usually governed and operated in a traditional manner through a committee and caretaker model. Most operate as 'islands' rather than as a joined up network.

There are some good local examples of integrated and inclusive Community Spaces, one of the best being the Lincoln Green, where the Council Library, The Laboratory Craft Brewery and Culinary Chemist and the adjacent Lincoln Community Care Agency connect through one flexible central 'common area' in the site that can host concerts, farmers markets, festivals, etc. The entire space is designed to enable and encourage community connections, in a relaxed, inclusive and welcoming environment that's a pleasure to be in. Each community focal point where people gather within Eastern Selwyn should have spaces like this tailored to each community setting (varying mix of spaces, degrees of integration and of appropriate size).

To be effective Community Spaces need to embody 'Community Development' in its entirety and be located 'Where the People Are', as well as being accessible, well designed and equipped, plus be social and activated to cater for the spectrum of community users. They need to reflect their surrounding community and the cultures within it. This is often achieved through smart use of public art and functional hard and soft landscaping (e.g. an artisan seat to relax in a garden setting or harakeke/flax plantings for cultural harvest enabling community weaving workshops).

[4] Greater Christchurch Urban Development Strategy
Whakatane Community Centre Survey – Pou Whakaaro and Supporting Families
Project for Public Places PPS www.pps.org (11 principles research)
Community Facilities Network Plan. Auckland Council Aug 2014
30 beautiful modern community centres worldwide, www.socialworkerdegreecentre.com
http://www.futurecommunities.net/ingredient/community-ownership-and-management-assets
Tauranga Community Facilities Planning

The majority of Community Spaces are not visually reflective of the people or cultures surrounding them, in particular there is a noticeable absence of Tangata Whenua recognition.

Effective Community Space Provision requires an integrated Council, Community, Commercial approach.
Council Departments will need to work together to ensure Community Spaces are well connected and activated within surrounding community infrastructure, and there will need to be collaboration with the wider Community as a 'Whole of Community Approach' is required to more effectively manage existing resources to meet Community Space needs.

There is unrealised and underutilised Community Space outside of usual operating hours in schools, café's and other business premises (e.g. meeting rooms in office buildings). The schools approached were all open to further discussions about Community Space provision as many have unused capacity that could be used by the wider Community, and many already provide community space to varying degrees. The most relevant and frequently mentioned example of an unrealised Community Space is the Selwyn District Council Headquarters, a stunning building, reflective of its surrounding community that could be made available for community use outside of Council operating hours. This presents Council with an opportunity to lead by example and showcase effective utilisation of spaces within the community.

There is a very real danger of not optimising Community Space opportunities in the new schools being planned or built in the area (Rolleston High School, Lemonwood Grove School, proposed primary school for Lincoln), and at Lincoln University (campus post-earthquake redevelopment). Immediate Community Space discussions with these schools and Lincoln University need to be prioritised, taking into consideration the fact that a school's Board of Trustees and University Council priority focus is understandably education and not community spaces. Therefore their contribution to provision of community spaces is difficult to predict and potentially ad hoc.

Planned developments by Council will create more Community Space
There is an opportunity to bring projects forward such as the community space initially planned for integration with the new library in Rolleston. There is also the opportunity to consider how other planned spaces can be used to meet unmet demand (e.g. Foster Recreation Park, West Melton Community Centre). Overall, the increase in capacity needs to be fast tracked to match population growth that is driving increasing demand. Planned developments need to be future proofed to accommodate changes in demand by incorporating community space fundamentals into their design.

Conclusion
The initial underlying perception of a shortage of Community Space in Eastern Selwyn that would require more spaces to be built or created is not entirely the case. Eastern Selwyn's current and short term future Community Space needs can instead be met by:

- Retrofitting some of the currently 'not fit for purpose' buildings
- Activating the current passively managed and operated spaces
- Realising the Community Space opportunities that exist within the wider community (e.g. Council HQ); and Commercial sectors (e.g. cafés),
- Developing the 'Community Focal Point Concept'
- Awaiting the expected positive Community Space impacts of planned new builds (e.g. Schools, Rolleston Library and its associated community spaces, West Melton, etc.).

It would then be advisable to reassess Community Space Needs in approximately 3-4 years or when these initiatives have been completed.

Community Focal Point Concept[5]

A 'Community Focal Point' (CFP) is a means of enhancing community life by provide a 'heart' in each township or several in larger towns like Rolleston and Lincoln. The Community Focal Point approach is a good fit with the "Key Activity Centre" concept featured in other Council planning. The core attributes of a CFP are illustrated in the diagram below.

Components of Community Focal Points

[5] Community Focal Points refer to the placement of multi-purpose community facilities (such as libraries, parks, community centres, museums, culturally significant sites) at or adjacent to existing or proposed business, shopping transport and/or community hubs

7. Recommendations

Council can positively contribute and influence Community Space provision in Eastern Selwyn by making 'smart Community Space investments' through a mix of non-asset and asset based recommendations.

Non Asset Based Recommendations

1. **Have an initial immediate/short term (up to three year) focus to implementation and planning**
   Given the dynamic environment and the number of local and regional Community Space builds/redevelopments that will be occurring in the short term it is considered unwise to plan any further until the impact of these developments and non-asset initiatives are known.

2. **Build Community Development capability and capacity of all people (Council and community), to increase human resources required for effective Community Development**
   It is imperative that Council takes on the role of 'Enabler' and 'Facilitator' with regards to Community Space provision, focusing on building Community Development Capability and Capacity in staff and community members to enable them to effectively activate, and thereby increase community ownership of community spaces.

3. **Provide strategic 'seed funding' as catalyst to activate community spaces**
   Seed funding will assist with activation of Community Spaces for example through the introduction of programmes, festivals, art, and functional landscaping. Council should also seed fund a network approach such as an on-line booking system for the network, more active management of strategic community spaces and some having more accessible hours when the community wants to use them (e.g. libraries being open later in the evenings and on weekends).

Asset Based Recommendations

4. **Provide strategic seed funding to retrofit existing community spaces**
   Seed funding will enable spaces to be more 'fit for purpose', retrofitting may include adding kitchen facilities, creating social spaces and enhancing technology infrastructure (e.g. Wifi and data projections) and improve heating.

5. **Future proof** upcoming builds/redevelopments by incorporating community space fundamentals

6. **Explore opportunities to create community space potential within existing Council, community and commercial spaces.**
   Council have a significant opportunity to act as a catalyst for change and lead by example, through making Council headquarters available as a Community Space outside of Council hours.

7. **Create community focal points in eight key sites**
   Each of the main townships within Eastern Selwyn should have at least one 'community focal point' site.

8. The Plan

Vision
Eastern Selwyn is admired for its broad range of innovative Community Spaces that proudly celebrate its people, helping to create and maintain a vibrant, cohesive and connected community.

Aim
To create a network of innovative, flexible and adaptable Community Spaces that are welcoming and inclusive, reflective of the whole spectrum of community users, and are effectively designed and managed through integrated Council, Community and Commercial partnerships.

Objectives

1. **To Build Community Development Capability and Capacity in People**
2. **To Activate and Retrofit Existing Community Spaces**
3. **To Fast Track and Future Proof New/Redeveloped Community Spaces**
4. **To Unlock Community Space Potential within Community, Not for Profit and Commercial Sectors**
5. **To Create 8 Community Focal Points within Eastern Selwyn**

Community Space Fundamentals

A community space needs to:

- **Enhance the network of Community Spaces in Eastern Selwyn**
- **Be fit for purpose** for a broad range of community users
- **Reflect their community** and the cultures within it (visually and operationally)
- **Be accessible** for all to get to, move within and use
- **Be activated** through programmes, festivals and events to foster vibrancy and shared ownership
- **Be social** spaces, ideally with comfortable seating, good heating and kitchen/catering facilities
- **Connect well** to surrounding spaces and amenities
- **Be designed** for flexibility and adaptability, with good indoor/outdoor flow
- **Be equipped** to cater for the desired range of activities

Best Practice Case Study – Rolleston Town Centre Hub

Community space principles can be applied to the planned Rolleston Library development (outside of but linked to the Library)

Rolleston Library Design Brief – July 2016. P 23 "Capacity to open up the outside, merging the two and potentially including people who might not have visited the facility before", including "flexible indoor and outdoor spaces for celebrations and events social and meeting spaces of various sizes", "potential for non-staffed access to all of this".

Trend	Best Practice Principle	Description	Proposed Outside Rolleston Library
Addition of play space for young	Accessible to communities of interest. Focal Point	Spaces enabling play (p 28 Rolleston Library Design Brief "a play to play both inside and out"	Seamless link between indoor and outdoor play areas and other community activities and events such as markets
Importance of outside the library/ The 'commons' or Square	Accessibility "you see the place from a distance" "feels safe, clean"	Placement of community performance, commerce and meeting space directly related to the library intersecting with a café "designed so people will bump into and naturally have conversations with each other"	There were references to multi-cultural performance and small event space. So any community facility should not be considered in isolation from adjacent facilities and outside spaces (e.g. Lincoln Library, Lincoln Market and The Laboratory Craft Brewery (LAB), all situated adjacent to the main street and across from a key Lincoln township cafe
Available for what the community wants and visible in the community	Where the community congregates. Focal Point.	Cheap affordable and if informal, free meeting space. Social discourse (community in action) This is linked to commercial activity and social/ educational activity Link to café	Reduced level of meeting space required if major facilities with cafes and other public spaces make informal free meeting space available. Increased social connectedness if others can see connect with meetings and groups in public space
Vibrancy and activity	Activated. Spaces become vibrant because people engineer them that way	Showcasing your community, cultural, artistic, recreation pursuits, colour, energy and excitement, social space and food makes a vibrant space	Community space of value is community space where you can see what activities people are doing. This will self-promote the activity and encourage participation
Changing Demographics.	Comfortable, Flexible, adaptable and sustainable space "gives choice of where to sit/be in the space"	The numbers in different age cohorts "bounce around" making it difficult for planners. Allow for changed use of a space over time	Without making it so multi-use it is ineffective, provide community space with flexible and/or temporary structures so that they can change to fit different needs over time (e.g. pop up Shakespeare Globe theatre, pop-up container mall, gap filler spaces)
Outreach	Outside the box Nicki Moen's (Library Consultant) work	A springboard / launching pad for a wider activity base	If animated properly some activities, events, cultural, education and art displays and space uses can be travelled to other sites in the community. They can come outside the 'box' into an outdoor area or another community space elsewhere

The importance of self-serve space and self-booking philosophy	Access to space and learning community controlled	"Now the building is in the hands of the community" at least part of it is	If enabled spaces are booked directly by the community there is less gate keeping, just prudent oversight (e.g. health & safety). Increased space utilisation via community action.
Cultural link, relevance, narrative	Access to learning / information	Inclusion of the narrative of takiwa of Te Taumutu Runanga	Visual representations, spiritual representations, performance, story, indoor outdoor link, flexible space for performance, workshops and presentations (Cultural Narrative Rolleston Library)

Flexible over time to meet changing demands. Minimise specialist spaces and encouraging multi-use by compatible users/activities through smart design is critical. Use of Maori symbolism and local narrative in the space through art installations and functional art for wayfinding is suggested. Key spaces serving clusters of activities and functions are outlined in the table below. The table is intended as a guide for more detailed development planning.

Space description	**Features**	**Activities**	**Indicative footprint (m^2)**
Covered commons concourse	Access concourse with direct entry from parking and public street. Is central spine of complex. Some movable seating and possibly planter boxes to break up the space. Removable for a large clear floor area. Supervised space viewed from library and other spaces. Joins to outdoor commons area.	Social mingling, informal meeting space, wet weather venue for business, civic and social functions and occasionally for smaller scale events e.g. markets, cultural or arts performances not requiring a public exclusion venue e.g. busking. Public access on rare occasions is interrupted during operating hours.	600-800
Performance space (outdoor) as part of outdoor 'commons' area	Area with staging, 3 phase power facility, footing and anchor points for lighting gantry	Small scale performances	300
Performance and multi-media space (indoor)	Blackout, acoustically isolated and good acoustic performance design and finishes, retractable tiered seating or flat floor seating with staging area, 3 phase power facility and lighting gantry, digital link, large projection screen, high quality sound system.	Live performances. Digital events e.g. Skype link for watching an overseas wedding. Ticket Can be used as meeting room when needed in peak demand periods.	250
Multi-media suite/ recording studio	Linked to indoor performance space, acoustically isolated and high acoustic performance design and finishes. Digital recording suite of equipment able to be stored securely	Music and video creative activities. Can be used as meeting room when needed in peak demand periods.	50

Meeting spaces	A large space dividable into varying sized sub-spaces by acoustic suppressing operable walls, each of which is accessed from commons space. All divided spaces have kitchenette and multiple secure storage spaces for equipment & materials regular users. All with digital link and projection. Access to toilets via	Business and community meetings and functions.	200
Boardroom/ small meeting room	Digital link and projection	Confidential interviews and meeting space.	30
Business & community administration hub	Hot desks with secure storage available for documents	Bookable for use on casual or regular basis.	20
Commercial space	Café accessed from commons and public street	Food and beverage	150
Commercial space	Cinema accessed from commons and public street	Entertainment and possibly dual use for community activities such as some types of performance	Unknown
Support spaces	Reception/ toilets/ staff work area & facilities	Integrated reception and customer services plus staff operational management	200

9. Implementation Plan

It is important to note that just as Community Spaces are about much more than bricks and mortar, so too are many of the actions outlined in the following implementation plan. The implementation plan provides clear direction for Council and Community Space partners by outlining the key actions to be undertaken over the next three years to achieve the plans vision. Its directive actions have been prioritised with high impact, low cost swift implementation actions taking precedence to create a culture of success and alleviate immediate community space pressures.

While the Plan will be in place unchanged until 2031, it is to be a living document so the Implementation Plan will be reviewed on a triennial basis to ensure it remains responsive to the community needs, and able to take advantage of currently unforeseen strategic community space opportunities that will no doubt arise during its lifespan.

Implementation Plan Key

Year One: End of June 2017
Year Two: End of June 2018
Year Three: End of June 2019

Cost:
$ Under $1,000
$$ $1,000 – $5,000
$$$ $5,000 - $20,000
$$$$ $20,000+

IP – Implementation Plan
CS – Community Space/s
SDC – Selwyn District Council
WEB – Within Existing Budgets
DAG – Disability Advisory Group
CCST – Council Community Spaces Team
CSAG - Community Spaces Advisory Group

9.1. Non-Asset (NA) Actions

Ref.	Obj.	Action	Key Parties	Priority	Cost	Year 1	Year 2	Year 3	KPI's
NA 1	**All**	**Council Community Spaces Team established to facilitate joined up planning and delivery across Council**	SDC	High	$	Establish	Maintain	Maintain	Team is established, TOR developed, meets at least three times a year to ensure Community Space Fundamentals are integrated across Council provision and to progress Council's CS Plan actions.
NA 2	**All**	**Representative Selwyn Community Spaces Advisory Group is established**	CCST initially then CSAG	High	$	Establish	Maintain	Maintain	Group is established, TOR developed, meets at least two times a year to oversee implementation of CS Plan.
NA 3	**All**	**Disability Advisory Group**	CCST	Med	$	Establish	Maintain	Maintain	Disability Advisory Group established and functioning as previously recommended.
NA 4	**3,4,5**	**Online Booking System**	SDC	High	$$ $$$	Explore	Action	Expand	Options are explored, actioned and then potentially expanded to include non-

									Council CS. Potential joint venture with CCC investigated
NA 5	**1,4,5**	**Community, Not for Profit and Commercial, Community Space Opportunities**	CCST	High	$	Explore	Explore & Action	Explore & Action	Meetings held with potential non-Council CS providers, increase in non–Council provision of CS.
NA 6	**1,4**	**Community Development briefing for Council Staff and Councillors**	CCST	High	$$	Establish	Maintain	Maintain	Key staff and all Councillors receive Community Development briefing, then becomes part of SDC's induction process for new staff and Councillors.
NA 7	**2,3,4, 5**	**Community Spaces Audit Checklist**	CCST & DAG	High	$$	Establish	Action	Action	Checklist is developed, promoted and used as a key resource across all Community Spaces
NA 8	**1,2,4, 5**	**Community Spaces Activation Guide**	CCST	High	$$	Establish	Action	Action	Guide is development, promoted and used as a key resource to activate all Community Spaces
NA 9	**1,2,4, 5**	**Community Spaces Development & Activation Fund**	CCST/SDC	High	$$$ $$$$	Establish	Action	Action	Policy and fund is established, promoted and administered using the checklist to assess applications and the activation guide to assist recipient's effectiveness.
NA 10	**1,2,5**	**Art in Public Places Policy & Fund**	CCST/SDC	Med	$$$ $$$$	Establish	Action	Action	Policy and fund are developed, promoted and effectively administered to further enhance CS.
NA 11	**3,4,5**	**Balanced Network of Community Spaces**	CCST	Med	$	Explore	Action	Action	Ways to prioritise use and create and maintain a balanced CS network are explored and actioned
NA 12	**All**	**Review Community Spaces Implementation Plan**	CCST/CSAG/ SDC	Low	$$			Action	Implementation Plan is reviewed and updated with revised actions and targets at end of Year 3

9.2. Asset (A) Actions

Ref.	Obj.	Action	Key Parties	Priority	Cost	Year 1	Year 2	Year 3	KPI's
A 1	2,4	Making Selwyn District Council Headquarters a Community Space	CCST/SDC	High	$$	Establish	Maintain	Maintain	SDC HQ is established and maintained as a key CS outside of Council hours.
A 2	All	Community Focal Point Concept Activation	CSST	Med	WEB	Finalise	Action	Action	A separate action plan is developed to progress the CFP Concept, over the first three years.
A 3	2,4	Activate and Retrofit Existing Community Spaces	CCST	High	$$$	Explore	Action	Action	CS are retrofitted and activated using the newly established Funds, the checklist and activation guide, to create better, more balanced utilisation.
A 4	2,4	Improve Accessibility and Connectivity within and between Community Spaces	CSST/DAG	Med	$$	Asses	Action	Action	Accessibility and Connectivity aspects are assessed then improved using newly established Funds, as shown by improved CS audit results.
A 5	All	Fast Track and Future Proof Key Council Community Space Builds/Redevelopments	CSST/SDC	High	WEB	Explore	Explore & Action	Explore & Action	Council CS new builds and redevelopments are prioritised to occur within the next 3-6 years.

Action Descriptions

The following descriptions have been provided for actions that may require further detail to aid with implementation.

NA 1. Council Community Spaces Team

Participation of representatives from across Council departments will ensure Community Space needs are incorporated into all aspects of Council (from planning and consents, to transport and planting of street trees, to the development of libraries, parks and reserves). It will also be imperative that all members think of the Community Space Fundamentals when attending meetings on other projects. The Team will be responsible for implementing Council aspects of the Community Spaces Plan, and ensuring a well-connected across Council approach to the planning and development of the Community Spaces network.

NA 2. Selwyn Community Spaces Advisory Group

The group in conjunction with SDC will review the draft implementation of Community Spaces Plan at the end year 3, and will help revise and create projects for the medium to long term when the Plan is reviewed. This is group is vital as we know Community Spaces are bigger than just Council, it takes a whole of community approach, representatives could be from:

- Council
- Community Providers (Schools & groups)
- Commercial Providers
- User Groups (includes Arts)
- Residents Association
- Te Taumutu Runanga
- Migrant & New Comers
- Disability (Disability Advisory Group Rep)
- Older Adult
- Youth (Youth Council Rep)

NA 4. Online Booking System

Council owned Community Spaces would be the first priority to load onto an on-line booking system, then there would be the potential to include other spaces such as community facilities such as church halls, schools facilities outside of school hours, businesses (such as cafés) outside of usual business hours etc. with the ultimate aim of cresting an overarching online booking system regardless of ownership.

NA 5. Community, Not-for-Profit and Commercial Community Space Opportunities

Members of CCST will need to meet with other providers of potential community space (especially schools) to ascertain their receptiveness and capacity to help meet Community Space needs. Innovative and lateral thinking is encouraged to find creative ways to make available existing facilities as Community Space. For example, giving Café's a rates rebate proportionate to the Community Space provision they make and the utilisation they receive – such as making their venue available for evening meetings say 6-9pm for a certain number of groups. During or after their meetings, respective members could buy drinks and food and network. Potential to meet informally other community groups also meeting at the venue, something which could easily grow into a 'meeting of the minds', helping to create that much desired sense of community and effective platform for collaboration.

NA 7. Community Spaces Audit Checklist

This will have both asset and non-asset focus, a Community Spaces 'Warrant of Fitness' that can then be used to assist with assessing existing facilities and for assessing funding applications for retrofitting and/or activation.

NA 8. Community Spaces Activation Guide

This is to be user friendly, practical 'How To' activate Community Spaces guide for all community space providers.

NA 9. Community Spaces Development & Activation Fund

A contestable fund linked with the Community Spaces Audit Checklist, and Activation Guide, will enable retrofitting of existing community spaces, and activation of spaces. The CCST could be the Assessment Committee recommending to Council, and some activation initiatives could also be supported by relevant members of the CCST where appropriate.

Examples of applications could include, a group requesting funding to establish the 'Incredible Edible' Movement in Selwyn, or requesting land and/or funding for a Community Vegetable Garden activated through planting days, harvesting days and cooking classes, or applications to partition a hall space, renovate it and install a kitchen or purchase couches and bean bags etc. to create more social spaces in an existing space.

NA 11. Balanced Network of Community Spaces

Certain spaces will also be more suitable for some uses over others, the concept would be to go with the strengths of each space to ensure that across the network all needs are met. There is also a need to explore ways to create and maintain equity to Community Spaces throughout the District, such as with mobile vans to go out to rural Community Spaces and deliver programmes/activities.

A 3. Retrofit and Activate Existing Community Spaces

- Redevelopment of current Rolleston Community Centre and Library
- Includes indoor & outdoor spaces
- Includes Council, community, not-for-profit, and commercial spaces
- Invest in hard and soft landscaping, signage, and public art to create soul and community identify
- Prioritise spaces for the activities they are most suited for
- Include rationalisation/repurposing of some spaces

A 5. Fast Track and Future Proof Key Council Community Space Builds/Redevelopments

Need to ensure they meet the Community Space Fundamentals, auditing plans against the Community Spaces Checklist.

Key Projects could include:

- Rolleston Library and associated community spaces
- Foster Recreation Park
- West Melton Community Centre
- Selwyn Aquatic Centre Upgrade
- Prebbleton Community Centre

9.3. Community Focal Point (CFP) Implementation Plan

The Community Focal Point Implementation Plan sits within the overall Community Spaces Implementation Plan. Feedback suggests the following towns and townships in Eastern Selwyn could have a CFP created or strengthened to facilitate community life and identity. There is no particular order of development and the pace development of each will be dependent of community 'buy in', commercial realities and opportunities arising in each locality as some have significant challenges in terms of suitable sites.

CFP Location Description	Rationale	Components Mix
ROLLESTON TOWN CENTRE Town Centre Rolleston utilising the peripheral indoor and outdoor spaces of the new library build and adjacent square	The intention of the Rolleston Town Centre Master Plan is to make this area a focal point for the community and the commercial centre of Rolleston via a vibrant town square, connection to library and connection to a park environment	▪ Formal and informal village square event space (niche cultural performance space) ▪ Indoor/outdoor café, social and meeting space ▪ Library activity space ▪ Business and community meeting and indoor social event space ▪ Community outdoor activity space ▪ Link to re-purposed Rolleston Community Centre (providing for a mix of programmes and community advice, care and support for targeted at specific age groups e.g. youth and elderly,

CFP Location Description	Rationale	Components Mix
FOSTER RECREATION PARK New capacity through combination of SAC expansion, Rolleston College community accessible facilities and proposed clubs facility adjacent to the SAC on Foster Recreation Park	By default this area will be the centre of a range of activities (Education, Sport and Recreation), both active and passive in nature. Catchment of the whole of Rolleston and some outlying communities. The intention is to enhance this focal point and create the village atmosphere by ensuring access to complementary social and community space	▪ Formal and informal event space at: ▪ (Rolleston College 550 seat auditorium) ▪ Foster Recreation Park outdoor (big) event space for large cultural performances ▪ Meeting and smaller social space at: ▪ Rolleston College meeting spaces, foyer concourse ▪ Foster Recreation Park clubs/ indoor sport building ▪ Café ▪ Activity spaces (College, SAC, Foster Park)
THE LINCOLN GREEN[6]	Existing Resource	▪ Reinforce the role of meeting space with a range of options for one-on-one conversations, group meetings and café in the library ▪ Activate the outdoor space for social and community events through further design of the space ▪ Enable meetings and space use link between library and Commercial provider using the principles in the "Charlotte Third Spaces" video. In-particular provide space for community activity (individual/group) without the need for purchase, and provide space for purchases coffee, alcohol etc. seamlessly blended into community space
LINCOLN HUB Lincoln Supermarket Site	Identified in other planning as a "Key Activity Centre" complementing the commercial zone in this area and forming a bridge linking 'town and gown'. Adding components that increase community and social activity and event space to connect university life to the wider Lincoln community	▪ Commons (similar to that existing at The Lincoln Green) ▪ Meeting, social and café space linked to a commercial provider further linked to outdoor commons ▪ Visual representations of culture and heritage via performance space and art works ▪ Shop front and window into the University community ▪ Visual corridor linking the ton to the heart of the University and through it to the student and community social and sport centres

CFP Location Description	Rationale	Components Mix
LINCOLN EVENTS CENTRE HUB	The proximity of the Lincoln Domain including the Lincoln Event Centre, High School and Primary School provides a significant cluster of facilities and open space. The proposed reserve expansion of the Domain to the north (providing a link to the high school site), presents an opportunity to treat this as a focal point in the same way Foster Recreation Park is a focal point in Rolleston.	▪ Formal event space at: ▪ Indoor multi-purpose event and sport centre (LEC) ▪ Outdoor event space for sporting tournaments, community and cultural performances ▪ Meeting and smaller social spaces spread within the buildings in this area ▪ Introduction of further activity provides opportunity for café/social meeting space on site (commercial/other)
WEST MELTON HUB Location proposed west Melton Community Centre	Identified community focused community centre, linked to the domain and clubs on the domain, adjacent to the key road intersection linking Weedons Ross road to Highway 73 (West Coast Road) and across to subdivisions to the north. Most central point for focus of shopping, park/reserve, schools and sports clubs in the area. Significant role for land between the proposed community centre and the West Melton Pub site to be developed as a small event or commercial site	▪ Linked commons back toward the intersection, opens link to park and to planned West Melton Community Centre (on existing community centre site) ▪ Meeting, social and café space ▪ Visual representation of culture and heritage via performance space and art works ▪ Potential event staging area for the community

[6] THE LINCOLN GREEN IS AN EXISTING VILLAGE GREEN CONCEPT COMBINING LIBRARY, MEETING, SOCIAL OUTDOOR MARKET AND COMMERCIAL SPACE ALL BASED AROUND A GRASSED AREA AND ADJACENT TO THE CENTRE OF THE TOWN AND A BUSY THRU ROAD.

CFP Location Description	Rationale	Components Mix
PREBBLETON VILLAGE *Prebbleton Domain*	There needs to be a focal point for community activity in Prebbleton and the long term location is not currently apparent. Some aspect of the shopping precinct in expanded form could provide a CFP location but these areas are conditional on the commercial sale of land into community use. The current hall is land locked and therefore the Domain with its sport spaces, proximity to new suburbs and available open space would be a suitable location for a CFP (along the same lines as the Lincoln Events Centre, and Fosters Recreation Park). The addition of some commercial, business and retail activity and increased community facilities in the area would assist the long term objective of making this an appropriate community focal point for Prebbleton residents.	▪ Social and meeting space inclusive of café ▪ Youth hang-out space ▪ Visual representation of culture and heritage via performance space and art work ▪ Market site ▪ Link to sport hub Shared seating and amenities ▪ Need to avoid clubrooms piecemeal provision model for the reserve in order to create a coherent community focus hub. ▪ Potential future provision of new community space, social space replacement for the old town hall.

Best Practice Principles Referenced

1. Partnership in provision
    a. Community Facilities Plan – Waitakere City 2000-2010, Com Facilities Asset Management Plan Auckland Council 2013.
2. Activated
    a. http://www.pps.org/reference/market-cities-barcelona-offers-a-hopeful-glimpse-of-the-future/
    b. Guide to managing community facilities – use/design considerations 2013. Victoria Australia
3. Hub and Focal Points
    a. Selwyn 2031 Synopsis summary
    b. Assessment and Review of Key Activity Centres Selwyn District
    c. Mitcham Community Focal Points Study 2003 – 2004
    d. Ray Oldenburg the great good place 1989
    e. www.pps.org/reference/thinking-beyond-the-station/
4. Accessible to 'Communities of Interest'
    a. Public Spaces Movement (Http://www.pps.org/reference/grplacefeat/
    b. Various commentators have highlighted the need to distinguish different levels of community (regions, cities, suburbs, towns and neighbourhoods) when adopting a place-based policy approach, depending on the scope of the proposed strategy or programme. The differentiation is useful for policy purposes, since it cannot be assumed that the processes that constitute communities at a neighbourhood level will necessarily operate at a suburb, city or town level (Loomis, 2005).
5. Accessible to disability groups
    a. Public Spaces Movement (Http://www.pps.org/reference/grplacefeat/
    b. Selwyn District Health and Social Services Strategy, p 4. April 2014, Sarah Wylie
6. Where community congregates
    a. Public Spaces Movement (Http://www.pps.org/reference/grplacefeat/
    b. Utilisation of Community Centres in Auckland in 2012 were on average 50-55% (Occupancy). New Plymouth City Council has a stated aim to increase utilisation of its halls/community facilities. Reported under-utilisation in Christchurch City
7. Adaptable flexible space (comfort and sociable)
    a. Public Spaces Movement (Http://www.pps.org/reference/grplacefeat/
8. Access to learning, information
    a. Public Spaces Movement (Http://www.pps.org/reference/grplacefeat/
    b. https://www.bookmeetingroom.com/customer-booking-applications
    c. http://woodhousecommunitycentre.com/about