

Project Brief

Preparation and Implementation of Area Plans for the Ellesmere and Malvern Wards – Selwyn District

SELWYN DISTRICT COUNCIL

MARCH 2015

Table of Contents

1.0	Introduction	3
	Need for Area Plans	3
	Area Plan Objectives and Scope	4
	Assumptions	5
	Constraints	5
2.0	Project Outline & Methodology	5
	Methodology	6
	Indicative Timeframes	8
3.0	Project Management	9
	Roles and Responsibilities	9
	Governance & Management	9
	Project Structure	9
	Community Advisory Group	10
	Reporting Arrangements	12
	Project Steering Group and Council Reporting	12
	Risk Management	12
4.0	Identification of Study Area and Study Time Horizon	13
5.0	Consultation & Engagement Plan	13
Attachment I	Selwyn 2031 - Key Strategic Directions & Associated Policies	15
Attachment II	Selwyn 2031 - Key Growth Concepts	18
Attachment III	Malvern/Ellesmere Area Plans Process Steps	22

1.0 Introduction

Need for Area Plans

Selwyn has consistently been the fastest growing district in New Zealand over recent years with a growth in its population between July 2012 and June 2013 of 4.5%. The population in March of 2013 was 44,595, with projections anticipating an additional 30,405 people by 2031 (equivalent to adding a city larger than Timaru to the District). More recent data from Statistics New Zealand in early 2015 reinforces these projections, with mid-range projections at 2033 anticipating a population for the District of 77,100 people.

These population and associated development pressures are changing the environment in which decisions are being made and challenge the Council's ability to cater for its expanding urban environment. To assist in managing this, the Council has prepared and adopted Selwyn 2031 District Development Strategy (Selwyn 2031), which is a strategic document that includes an overarching strategic framework for achieving sustainable growth across the District out to 2031.

Selwyn 2031 emphasises the importance of adopting and implementing a strategic approach to managing urban growth as a means of strengthening the District's self-sufficiency and to ensure that it continues to be a great place to live, work and play. This strategic approach will allow Council to be proactive rather than merely reactive to these anticipated changes and pressures, whilst ensuring that all of the resources and services it provides are working towards the same outcomes. An equally important benefit is that it provides an opportunity for the Council and the communities it serves to work together to deliver the vision for Selwyn 2031.

The Strategy seeks to:

- (a) provide higher quality living environments;
- (b) provide innovative business opportunities;
- (c) maintain the District's iconic rural character;
- (d) explore opportunities to enhance the District's social and cultural wellbeing; and
- (e) better manage the District's natural resources.

All of these outcomes are anticipated to be delivered to realise the vision of Selwyn 2031, which is:

*"To grow and consolidate Selwyn District as one of the most liveable,
attractive and prosperous places in New Zealand for residents,
businesses and visitors."*

The eastern parts of the District are already subject to a strategic growth strategy through the Urban Development Strategy (UDS), which has been managed through consolidated urban growth in accordance with the Land Use Recovery Plan (LURP) and Chapter 6 of the Canterbury Regional Policy Statement (CRPS).

One of the actions from Selwyn 2031 identifies the preparation of area plans for the Malvern and Ellesmere Wards of the District to guide the sustainable management of settlements for the next 15 years. The Area Plans seek to ensure more sustainable settlement patterns and outcomes are being enabled in the balance of the District outside of the UDS area and which is managed by the provisions of Chapter 5 of the CRPS.

While the Area Plans are non-statutory, they will inform future Selwyn District Plan (SDP) reviews, the Long Term Plan (LTP) process, other Council management plans and strategies, as well as privately

initiated plan change requests in the areas subject to the relevant area plan in helping to deliver Selwyn 2031.

Developing the Malvern and Ellesmere Area Plans will endeavour to resolve differences between local and District wide aspirations. It is not intended for an area plan to provide a street or neighbourhood level of detail, but rather to indicate where more detailed planning and design may need to be undertaken. It will provide the next level of detail necessary to achieve Selwyn 2031 outcomes by identifying the form and function of land uses and the supporting infrastructure that will be needed as the area grows. The Area Plans will ultimately inform the Selwyn District Plan which does provide for land use activities on individual sites or sections.

The Area Plans will show, in maps and words, the 15 year vision for each settlement within the Malvern and Ellesmere areas out to 2031. Key parts of the area plans include the proposed land uses and the important environmental, economic, social and cultural outcomes and actions. This will ultimately result in an integrated vision of how the townships within the Malvern and Ellesmere areas could look and function in the future, while also supporting Selwyn 2031's vision.

Area Plan Objectives and Scope

The Malvern and Ellesmere Area Plans will incorporate growth management strategies for each of the townships and settlements of the Malvern and Ellesmere wards, which will be supplemented by generic area wide outcomes for the areas beyond the urban boundaries of the respective townships.

The overall approach of the project is aimed at achieving outcomes which:

- have strong community support;
- respond appropriately to the context of the settlements within the Malvern and Ellesmere areas, including recognising the cultural values of tangata whenua;
- promote economic and employment benefits;
- stimulate social activity; and
- are environmentally sound and sustainable.

The Area Plans are to be developed by giving effect to the five strategic directions and associated policies and actions as outlined in Selwyn 2031 (see **Attachment 1**). The project therefore has the following objectives:

- To provide a framework to guide the future growth and development of each settlement within the Malvern and Ellesmere areas, including defining future development and land use patterns for:
 - Residential developments, including rural residential developments;
 - Commercial and industrial developments;
 - Active and passive recreation requirements;
 - Community facilities;
 - Social infrastructure¹ requirements
- Confirming the location and requirements for Council infrastructure, including the movement/transport network and 5 waters related infrastructure, that will be required to service existing areas, with consideration given to the expansion or further provision of relevant infrastructure to provide for any future growth;

¹ Social infrastructure is defined in Selwyn 2031 and includes three broad inter-related categories: **Community Facilities** (education, health, welfare, social services, etc.) **Community Development** (the processes that assists communities to identify and address their needs and in turn strengthen communities – for example taking part in democratic organizations, volunteering), and **Services** (services that provide support, advice, education and information to a wide range of groups within a community – e.g. health and social services, education).

- Identify opportunities for recognising and providing for mana whenua values in accordance with the Mahaanui Iwi Management Plan 2013;
- To work in partnership with the community, tangata whenua, landowners, developers and interested parties in order to obtain support for the final Area Plan recommendations.

The scope for this project is:

The project scope is to:	The project scope is not to:
<i>Develop an Area Plan for the Malvern and Ellesmere Wards;</i>	<i>Rezone areas identified for particular uses;</i>
<i>Provide high level planning direction for the growth and sustainable management of each settlement within the Malvern and Ellesmere Wards;</i>	<i>Determine capital expenditure to facilitate growth and/or establish additional community services;</i>

Assumptions

This Project Brief, and its associated plans and estimates, have been developed on the basis that the following assumptions identified below do not materialise or impact on the development and delivery of the project to any significant extent:

- The scope is not widened;
- Key staff will be available to participate and assist in completing the project;
- Staff and key consultants, along with relevant Project Steering Group participants are available to provide feedback, with the required feedback being provided in a timely manner;
- That key concepts and principles as identified in the Selwyn 2031 Strategy in regard to development in the Malvern and Ellesmere Wards provide a relevant and robust mechanism for developing the Area Plans. These key concepts and principles (**Appendix II**) include consolidating growth in and immediately adjacent to existing settlements, adopting a 'Township Network' model, and establishing an 'Activity Centre Network';
- Development of the Area Plans will be informed by robust and quantitative data, methodologies and frameworks and shall be informed by the relevant technical experts. This includes recognition that the Council's Growth Projections Model, along with more recent Statistics New Zealand data provides a robust basis in which to inform the development of the Area Plans;

Constraints

The following constraints need to be taken into consideration:

The work in developing the Area Plans needs to be flexible enough to fit around other Council and project team priorities (e.g. Land Use Recovery Plan Actions, District Plan review and private plan change requests) and other staff priorities (e.g. LTP, AMP, other).

2.0 Project Outline & Methodology

The primary outcome of this project will be Area Plans for the Malvern and Ellesmere Wards, the development of which are anticipated to be completed and adopted by the Council no later than the 30th of June 2016. The key strategic directions and associated policies, along with key concepts as identified in Selwyn 2031 (such as the Township Network approach, see **Attachment I**), will also be recognised in the development of the area plans.

No final decisions have yet been made on what format the Area Plans will take, but they will reflect other best practice strategic planning initiatives. It is anticipated the final area plans will comprise growth management plans for each township within the Malvern and Ellesmere wards and will include the following key elements:

- Additional residential land area requirements;
- Commercial/retail land area requirements – including realising the town network approach as identified in Selwyn 2031 ;
- Integration of new land use areas into existing urban frameworks;
- Intensification of existing residential areas;
- Provision of urban water utilities – water supply, wastewater and stormwater;
- Open space network – parks, reserves, sports fields, recreation, streetscape;
- Social infrastructure (community facilities and services such as education, health, arts and cultural facilities, emergency services, etc.);
- Movement networks – roads, cycling and pedestrian networks, public transport, park and ride, access to rail corridor.

During preparation of the Area Plans extensive consultation will be carried out by the project team. An outline of the Consultation and Engagement Plan is briefly discussed in section 5.0 of this Project Brief. A more detailed Consultation and Engagement Plan will be developed by the Council's Communications team during Stage 1 of the Project.

An Implementation Plan will be prepared to support each area plan. It is anticipated that it will include the following key components:

- Range of measures available to give effect to the Area Plan
- Prioritisation of the measures, based on factors including their effectiveness, cost, acceptability to Council and the community, and risk;

Furthermore, the Implementation Plan shall address the following matters:

- Preliminary costs, budget and capital works expenditure
- Responsibilities and identification of who should implement actions
- Programme of timelines and priorities

At an early stage, the project team will discuss and identify the types of measures likely to be discussed in the Implementation Plan, and the potential cost implications. Experiences gained from other Council structure plan processes will be considered in a de-briefing session with the project steering group and other relevant parties. The purpose of this step is to allow the Council to consider potential budget requirements relating to area plan implementation for inclusion in future Long Term Plans. The financial implications to Council of different options and features will also be identified and considered before the area plans are adopted.

Methodology

In addition to the development of a Project Brief (including development of the scope of the project), there are two distinct stages.

STAGE 1

The specific approach that will be adopted for Stage 1 is still to be fully refined. It is anticipated to involve a sourcing, description and review of existing Council data and documentation and other information on the study area to date in order to 'paint the picture' of the respective Area Plans study areas. The diagram included as **Attachment III** summarises the Stage 1 process.

The early phases of Stage 1 will also include the development of a more detailed Consultation and Engagement Plan. The early stages of Stage 1 are anticipated to include preliminary Stage 1 '*Share and Idea*' type consultation with key stakeholders (MoE, ECan, Fonterra, etc.) and the wider community prior to the detailed development of the draft Area Plans.

The culmination of this stage will be Draft Area Plans adopted by Council for public consultation.

Technical Advice

Internal

The following technical advice is anticipated to be required from internal Council staff, or if their time is constrained due to other commitments, approved external consultants:

- Consultation and communication, including graphic design;
- Urban design;
- Transport;
- 5 Waters infrastructure;
- Open space;
- Community/Social infrastructure;

External

External advice and input can be sought from property consultants, retailing, industry experts (such as a commercial leasing agent and/or commercial centre management company) and urban design consultants (if existing staff capacity is constrained). Industry experience in relation to the pattern and scale of commercial and retail development most likely to prove successful will assist in the development of the respective area plan's Activity Centre Network.

Additional advice can be sought in relation to the development of the social and community infrastructure layers (i.e. emergency services, health, education and other Government departments and agencies etc.).

This process is anticipated to include a workshop(s) involving relevant technical experts who will consider and comment on possible options, implications in relation to other area plan theme based layers, and the implications of the other technical advice.

Deliverables

The following key outputs are anticipated from Stage 1:

- Identify and document all relevant information/studies/reports/data that have been undertaken in the study area (e.g. movement network reports, 5 Waters reports, etc.);
- Identification of the statutory context that development of the Area Plans fit within;
- A Consultation and Engagement Plan;
- Identification of possible information gaps and securing relevant technical advice and expertise to bridge those gaps;
- Identification of the key principles, criterion and methodologies that will guide the development of the Malvern and Ellesmere Area Plans, including the development of methods to assist in identifying possible future greenfield and/or intensification areas for each settlement where it is determined to promote sustainable settlement patterns;
- Key infrastructure issues, high level growth capacities and opportunities, and future growth directions;

- Draft Area Plans for public consultation.

STAGE 2

The work completed in Stage 1 will be integrated into a draft Area Plan documents that will be circulated for formal public and stakeholder consultation.

The specific details to be included in the draft Area Plans are still to be confirmed, but is expected to contain the following key components:

- Introduction – Purpose, Description of Area, Planning and Legal Context, Urban Design Principles;
- Existing Environment – Social, Cultural, Environmental, Economic, Infrastructure;
- Consultation – Stakeholders, Process, Outcomes;
- Issues, Constraints and Opportunities;
- Area Plan guiding principles;
- Key Network and Activity Areas – Blue, Green, Movement, Social, Cultural Land Use;
- Implementation Plan

Stage 2 comprises public and stakeholder consultation, and further development and refinement of the Area Plans based on feedback received from the same. **Attachment III** summarises the Stage 2 process.

Details of the form of public consultation and engagement to be undertaken are still to be finalised but, as noted above, is likely to include public open days and a public submissions process. This stage may include a hearing process to provide submitters on the draft Area Plans an opportunity to present their views to Council prior to the Area Plans being completed and presented to Council for adoption.

Stage 2 culminates with final Area Plans being adopted by Council.

Indicative Timeframes

The project is anticipated to adhere to the following timeframes

Stage	Key Project Tasks	Indicative Timeframes
Project Brief	Define project scope	Mid/late March 2015
Stage 1 – Land Use & Theme² Based Layers Development	Project Scoping & preliminary work, information gathering and analysis, development of growth path criterion and methodologies	From mid-February to mid/late May 2015
	Initial Key Stakeholder Identification & Preliminary Public/Stakeholder 'Share and Idea' Consultation	From June/July 2015
	Area Plan Layers Development	From June/July 2015
	Council workshop(s) (Staff & Councillors)	As required (TBC)

² Theme based layers identify and make reference to the respective transport/movement, social infrastructure, culture & heritage, 5 waters and open space networks for each township within the Malvern and Ellesmere Area Plan study areas.

	Refine Area Plan	From June/July 2015
	Council Meeting (adopt draft)	Nov/Dec 2015
Stage 2 – Area Plan for Consultation, Development Refinement &	Draft Area Plan Public Consultation	From Feb 2016 (4–6 weeks)
	Hearing & Deliberations	From April/May 2016
	Refine/Finalise Area Plan	May/June 2016
	Council Adoption	Late June 2016

3.0 Project Management

Roles and Responsibilities

A Project Sponsor shall provide funding for the project from the relevant budget, provides advice and support to the Project Teams, and receives regular updates from the Project Teams.

Selwyn District Council Policy and Strategy staff are responsible for providing project management, coordination and identifying and securing relevant technical advice in delivering this project. It is anticipated that external skills in transportation, 5 waters infrastructure, economic analysis, cultural impact assessment, and other matters as considered appropriate by the team will need to be engaged. The Project Teams will be responsible for:

- co-ordinating communication and liaison with relevant consultants to ensure they are provided with the information required, project timelines are met and deliverables meet expectations;
- resolving issues associated with the Project;
- leading discussions with the Council;
- being the primary point of contact for the community.

A Project Steering Group (PSG) will be established to provide an opportunity for the project team to discuss/inform the PSG on issues relating to the development of the Area Plans, seek consensus from the PSG on crucial aspects of the project before taking them to the Council or community. More detail on the role of the PSG is set out below.

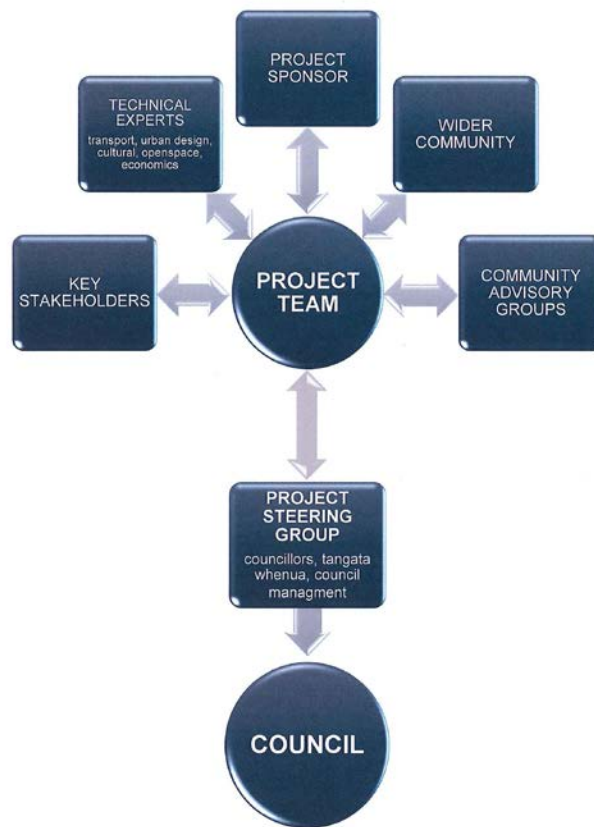
Governance & Management

Project Structure

Appropriate governance of a project of this type is critical to ensure that:

- there is support in the development of the Area Plan from Council, relevant Malvern and Ellesmere community representatives and Council staff
- a transparent decision making process has been used throughout all stages of the Area Plan
- robust debate of issues and options can occur on all aspects of the Area Plan
- there is clarity of the role and responsibilities at every level of the project

The project's structure is shown below:



Project Steering Group

A Project Steering Group (PSG) will be established to provide an opportunity for the Project Team to discuss and inform the PSG on issues relating to the development of the Area Plans and seek consensus from the PSG on crucial aspects of the project before taking them to the Council and/or the community. The PSG also fulfils a project advisory role and is a means of communicating project outputs within the Council prior to the formal reporting process. In addition, the PSG will provide elected members with an opportunity to provide community perceptions directly to the project team, supplementing the formal consultation processes.

Community Advisory Group

A Community Advisory Group (CAG) will be established for the respective Area Plans. Membership of the CAG will be made up of members of the Malvern Community Board (for the Malvern Area Plan only³), representatives from each of the relevant township committees in each study area, as well as a representative from the Youth Council for the relevant Area Plan study area. Consideration may also be given to including other community representatives where appropriate.

The CAG supplements the formal consultation processes and provides an early opportunity for community perceptions to be feed directly into the development of the Area Plans via the Project Teams. The CAG also affords an opportunity for the Project Team to communicate project processes and outputs with the community prior to the formal consultation and reporting process and for the CAG to be informed on issues relating to the development of the respective Area Plans.

³ There is no Community Board for the Ellesmere Ward

The proposed governance and management structure, and the roles of each party in this structure are illustrated in the table below.

Role	Suggested Members	Is responsible for	Is <u>not</u> responsible for
Project Sponsor	– Cameron Wood	– providing advice to area plan project team; – reviewing progress of area plan on a monthly basis.	– making decisions on options or adopting the Area Plan.
Project Team	– Andrew Mactier, Ben Rhodes (Malvern) – Craig Friedel, Jessica Tuilaepa (Ellesmere)	– day to day responsibility of developing the project; – leading discussion with Community, Council and Key Stakeholders; – liaising with staff from other Council teams and Consultants when required.	– making decisions on options or adopting the Area Plan.
Community Advisory Group	– Malvern Community Board Representatives; – Malvern township committee representatives; – Malvern Youth Council representative; – Other Malvern community representatives where appropriate – Ellesmere township committee representatives; – Ellesmere Youth Council representative – Other Ellesmere community representatives where appropriate	– providing a feedback loop from the respective Malvern and Ellesmere communities to the project team; – providing an effective and efficient way for the project team to inform the respective Malvern and Ellesmere communities on the progress of the Area Plans.	– making decisions on options or adopting the Area Plans;
Project Steering Group	– 4 Councillors (2 each from the Ellesmere and Malvern Wards) – A representative from Te Taumutu Rūnanga – A representative each from Assets Community Services, Property and Commercial Department and Environmental Services	– providing an effective and efficient way for the project team to inform a range of council groups on the progress of the Area Plans; – peer reviewing material developed by the project team before releasing to the public or requesting council sign off (by making sure there are no information gaps); – releasing project documents for public consultation or to full council meeting for endorsement; – providing a feedback loop from the respective Malvern and Ellesmere communities to the project team;	– making decisions on options or adopting the Area Plans;
Full Council	– Councillors (12)	– decision making body on any options developed by the project team. – signing off / adopt draft and final Area Plans	

Reporting Arrangements

Project Steering Group and Council Reporting

Brief written reports will be provided by the project team on a regular basis to keep the PSG informed of progress and identification of any key issues that may require formal Council consideration or input. Meetings will not normally be required for these reports.

The Project Team(s) will report to the Project Sponsor as and when required, but no less than on a monthly basis.

Risk Management

The areas of risk identified to date are as follows, together with planned management controls:

ID	Description	Control / Risk Mitigation
1	Time delay – Short project timescales & personnel availability	Scope project involvement up front and agree resourcing with appropriate managers. Effective project management to identify potential delays early.
2	Time delay – key data inputs	Maintain high level of team awareness of need to identify data and other inputs as early as possible.
3	Lack of clarity by project participants, stakeholders and the community regarding scope of the Area Plan and how it will be implemented.	Obtain consensus on the Project's scope from an early stage of the project Communicate clearly with all participants what is and is not within the scope of the project
4	Unfavourable consultation outcomes	Be ready to adapt and respond to the unexpected. Follow prescribed consultation steps, including regular liaison with the PSG and CAG.
5	Capture of process by minority interest group(s)	Maintain robust process and reporting to Council. Ensure that the consultation process is clear to all.
6	Process is challenged	Ensure that the process is consistent with the Local Government Act.
7	Political risk – ownership of project not secured	Governance structure established for decision-making and reporting

These risks will be reviewed regularly with the project team, and may be modified or extended as appropriate.

4.0 Identification of Study Area and Study Time Horizon

The proposed study area for the respective Area Plans is shown in the diagrams below. In terms of the time horizon, it is proposed to adopt the same planning period as for Selwyn 2031.



5.0 Consultation & Engagement Plan

A detailed consultation and engagement plan will be designed by Council's Communications Team to ensure that the Malvern and Ellesmere communities and interested stakeholders and agencies have an opportunity to provide meaningful input into the development of the respective Area Plans. The framework of an indicative consultation strategy is outlined below, but will need to be refined further in Stage 1 of the project.

Keeping the Community Informed

Public notices will be used in the Council's community notice 'Council Call' informing the community about progress in preparing the area plans. This will include information about up-coming consultation opportunities.

In addition, and to provide more information than can be accommodated in 'Council Call', the option of developing a project newsletter to be circulated to the community at key points in the process may be investigated.

Community Consultation

Community consultation will primarily be undertaken in two parts; stage 1 consultation while in the process of developing the various Area Plan layers, with stage 2 consultation following the adoption of a draft Area Plan.

Consultation will be undertaken using a combination of tools, such as mail-out information, use of the media, public meetings/drop in days, and the seeking of comments/ submissions from the community.

Key aspects in relation to the community consultation process include:

- The need to identify and select community based focus groups – for which an external resource is likely to be engaged.
- Selecting a venue and associated arrangements for workshops / focus groups / public meetings.
- Organising advertising and registrations for attendees, and the design of any publicity material.

Stakeholder Consultation

Workshops and meetings will be held with key stakeholders to determine their views and gain their input on the future development of the Malvern and Ellesmere areas. In particular there will be early consultation and discussions with key commercial and industrial sector stakeholders in Malvern and Ellesmere.

Other key stakeholders include the Ministry of Education and the private developers group, this latter group will be able to provide market-based perspectives on the nature and uptake of future residential land.

Iwi Consultation

Separate consultation is to be undertaken with the local Iwi during both stages of the project.

Other Consultees

Consultation via letter could be undertaken with a range of other stakeholders to determine any particular issues or requirements surrounding the future development of the Malvern and Ellesmere areas. Stakeholders in this consultation could include the Police, Fire Service, St Johns, Telecom, Telstra, Orion, On Gas, Rock Gas, NZ Post, Canterbury District Health Board and Pegasus Health, Transpower. This is likely to occur in Stage 1 and may need to be followed up as the project progresses.

Post Structure Plan Approval

The final Area Plan will be made available to the community, stakeholders and other groups who were involved in the consultation process. This step will enable the Council to close the consultation loop, informing participants of the decisions made and their rationale.

Selwyn 2031 – Key Strategic Directions and Associated Policies

1. A More Sustainable Urban Growth Pattern

A more sustainable urban growth pattern can be achieved by:

- **Strategic Approach to Managing Urban Growth**

Continue to manage urban growth in a strategic manner to ensure that future development is integrated and sustainable within both a local and regional context.

- **Integration of Land Use & infrastructure**

Ensure that appropriate infrastructure, resources, protection of strategic infrastructure and development capacity is in place to meet future demands that is consistent with the strategic direction of urban growth and that existing strategic infrastructure is protected from reverse sensitivity effects.

- **Compact Urban Form**

Promote consolidation and intensification within existing townships to maintain a clear urban/rural interface, retain rural outlooks and minimise the loss of productive land.

2. A MORE PROSPEROUS COMMUNITY

To support the anticipated future growth and encourage continued economic development it is important to:

- **Self Sufficiency**

Encourage self-sufficiency at a District wide level to support sustainable economic growth and wellbeing of both urban and rural communities.

- **Economic Growth**

Ensure that appropriate land, advice and assistance is available for business activities.

- **Transport Systems**

Continue to improve strategic freight networks, and accessibility between townships and adjoining districts.

3. A GREAT PLACE TO LIVE

A great place to live can be achieved by:

- **Character & Identity**

Strive to maintain the character of each township by reinforcing and enhancing key attributes and features, safeguarding cultural and historic values, rural outlooks, access to the great outdoors and other community aspirations.

- **Variety & Choice**

Continue to welcome a diversity of people, their lifestyles and aspirations by allowing for a choice of living environments and housing types, including Papākainga housing.

- **Development Quality**

Ensure that future development achieves high quality urban design outcomes to create attractive living environments.

4. A STRONG AND RESILIENT COMMUNITY

Strong and resilient communities can be achieved by:

- **Community facilities**

Contribute to the needs and aspirations of each community by creating accessible and functional townships and by providing efficient and effective facility infrastructure.

- **Community Support**

Support the wellbeing of the community by providing advice, opportunities, education and information.

5. SUSTAINABLY MANAGING OUR RURAL AND NATURAL RESOURCES.

Maintaining and protecting the District's natural values and rural character can be achieved by:

- **Natural Connections**

Explore opportunities for enhancing natural resources while managing the effects of urban growth.

- **Rural Context**

Strive to maintain Selwyn District's identity and character that stems from its productive rural economy, landscapes and iconic rural outlooks.

Attachment II

Selwyn 2031 – Key Growth Concepts

The District has 21 townships, the majority of which are not large enough to supply employment for residents and many do not have sufficient population to sustain basic business services and community facilities or to fund basic utilities, such as reticulated sewage treatment and disposal. In light of this Selwyn 2031 adopts the important strategic concept of consolidating growth and development in and around existing townships rather than creating new or isolated settlements⁴.

In addition, Selwyn 2031 also puts forward the following three key growth concepts⁵:

i. Establishment of a township network, which provides a support framework for managing the scale, character and intensity of urban growth across the whole District;

The township network provides the context for managing urban growth and a platform for strategic planning by:

- Identifying the role of each township;
- ensuring that the Council, community and other stakeholders have a clear understanding of where each township sits within the network and the reasons why;
- ensuring that the community's expectations of the level of service received from the Council is commensurate to the role that each township will play in accommodating urban growth within the district;
- enables the cost and benefits of providing infrastructure to be assessed at an appropriate context and scale.

Each township has been categorised to reflect its projected population at 2031 and its anticipated role in relation to surrounding townships and the district as a whole. The network can be briefly described as:

District Centre Rolleston	• Estimated population range: 12,000+ • Functions as the primary population, commercial and industrial base of the district.
Sub District Centre Lincoln	• Estimated population range: 6,000 – 12,000 • Functions independently with a range of residential, commercial and industrial activities while providing support to surrounding Service & Rural Townships
Service Townships West Melton, Prebbleton, Darfield & Leeston	• Estimated population range: 1,500 – 6,000 • Function is based on providing a high amenity residential environment and primary services to Rural Townships and surrounding rural areas.
Rural Townships Arthurs Pass, Coalgate, Doyleston, Dunsandle, Glentunnel, Hororata, Kirwee, Lake Coleridge, Sheffield, Southbridge,	• Estimated population range: up to 1,500 • Function is based on village characteristics with some services offered to the surrounding rural area.

⁴ Page 33 – Selwyn 2031

⁵ Page 8 – Executive Summary, Selwyn 2031

Springfield, Springston, Tai Tapu, Waddington, Whitecliffs	
Special Character Areas	Function is based on an historic settlement pattern associated with the presence of special amenity, natural or cultural values. Special Character Areas do not contain a Living Zone within the District Plan

ii. *Establishment of an activity centre network which provides a support framework for managing the scale and intensity of business areas throughout the District's townships;*

An activity centre is the existing commercial/business centre identified as focal points for employment, community activities, retail, services or conveniences. Selwyn activity centres are currently identified with a Business 1 (B1) zoning but some of these activity centres will expand beyond this current zoning area. Across the District activity centres will vary dramatically in size, purpose and level of service. Not all towns will have an activity centre in terms of the above description but will have areas where convenience and small scale service stores may be located.

Each activity centre has therefore been categorised to reflect the projected population it will service and its anticipated role in relation to surrounding townships and the District as a whole. Other factors considered in categorising activity centres are diversity, scale and the intensity of activities anticipated to occur by 2031.

Overall each activity centre will play a specific role within the District's activity centre network. A centres composition will be more complex and varied at the KAC level, particularly Rolleston, and becoming less so as activity centre size and the population it services reduces. Having this variation in different levels of activity centres will allow for a more efficient and stable retail/commercial market in Selwyn. This will also enable smaller activity centres to be more specific and efficient in what services and goods they provide for their local areas and residents.

The activity centre network can be briefly described as:

Key Activity Centres

Key activity Centres (KAC) are key existing commercial/business centres identified as focal points for employment, community activities, and the transport network: and which are suitable for more intensive mixed use development. The Selwyn District has 4 KAC's (Rolleston, Lincoln, Darfield & Leeston), and can be described as follows:

Rolleston: Rolleston is the largest activity centre and is the primary focus of much of the District's future retail and commercial activity. The Rolleston KAC will have a diverse variety and range of retail and commercial activities and in conjunction with the smaller centres will be able to support the District's retail and commercial needs.

Lincoln: Lincoln will also have a range of retail and commercial services but not to the same extent as Rolleston. As such it will act as a secondary commercial centre to Rolleston.

Darfield and Leeston: These centres will also have a range of retail and commercial services but will play a secondary role to the Lincoln KAC in the overall activity centre network. These centres will likely have a rural focus on the goods and services provided compared to Rolleston and Lincoln. They will serve a large rural area and in some cases smaller townships in the surrounding area of each town.

Service Activity Centres

Service Activity Centres (SAC) will provide goods and services to residents of the town as well as the wider rural area. However, there will still be a reliance on the Key Activity Centres for larger scale businesses and more variety in retail and commercial activities. The Selwyn District has 2 Service Activity Centres (West Melton and Prebbleton).

Rural Activity Centres

Rural activity Centres (RAC) are the smallest activity centres and are primarily focused on convenience of local residents with some services offered to the surrounding rural area. For more variety in retail and commercial activities these centres will rely on the service Activity Centres or the Key Activity Centres. The Selwyn District has 4 Rural Activity Centres (Castle Hill, Coalgate, Dunsandel and Southbridge)

iii. Encouraging self-sufficiency at a District wide level.

There is limited local retail provision and variety to sufficiently support the District's current population and anticipated growth with Selwyn residents relying significantly on services in Christchurch due to a lack of options and scale of services in the Selwyn District. At present, \$3 out of every \$4 generated in Selwyn is being spent outside the District with the majority of the total leakage being to Christchurch.

A prosperous community will be able to be more self-sufficient through increased business and employment opportunities for its residents and to ensure sustainable economic growth. Selwyn 2031 anticipates that this can be provided for through the development of Area Plans for the Malvern and Ellesmere Wards in the following ways⁶:

- i. Encourage diversity in services, employment and provide good public space and facilities in town centres;
- ii. Provide for new infrastructure, as well as maintain and expand existing infrastructure to support and service population growth;
- iii. Define and identify Activity Centres in the District Plan in accordance with the Activity Centre Network;
- iv. Consideration should be given to how Service and Rural centres may be revitalised or supported to provide convenience and rural support service to the local communities and tourists

⁶ This is on the proviso that such growth is consistent with the Township Network and Activity Centre Network described above.

