



# Rolleston

Draft Structure Plan

May 2009



Report prepared for the Selwyn District Council by AECOM and Boffa Miskell

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# Contents

|   |           |
|---|-----------|
| Executive Summary   | 5         |
| Vision to be achieved   | 6         |
| Background  | 6         |
| Structure Plan Proposal   | 7         |
| Implementation  | 7         |
| Your views  | 7         |
| <b>1.0 Introduction</b>   | <b>9</b>  |
| 1.1 Background  |           |
| 1.2 Purpose of the Structure Plan   |           |
| 1.3 Structure Plan Area   |           |
| 1.4 Structure Plan Methodology  |           |
| <b>2.0 Vision, Objectives and Development Principles</b>                              | <b>13</b> |
| 2.1 Our Vision  |           |
| 2.2 Key Objectives  |           |
| 2.3 Development Principles  |           |
| <b>3.0 Context Analysis</b>   | <b>27</b> |
| 3.1 Regional & District Context   |           |
| 3.2 Statutory & Planning Framework  |           |
| 3.3 Strategies and Guidelines of Influence  |           |
| 3.4 Existing Context  |           |
| <b>4.0 Structure Plan Overview</b>  | <b>35</b> |
| 4.1 Structure Plan Approach   |           |
| 4.2 Key Aspects of the Structure Plan   |           |
| 4.3 Structure Plan Staging  |           |
| <b>5.0 Centre Strategy</b>  | <b>45</b> |
| 5.1 Introduction  |           |
| 5.2 Public Consultation Outputs   |           |
| 5.3 Hierarchy and definitions of town centre, neighbourhood centres and local centres |           |
| 5.4 Retail Assessments  |           |
| 5.5 Guiding Principles for Location of Centres  |           |
| 5.6 Developing Centre Strategy Options  |           |
| 5.7 Preferred Option  |           |
| 5.8 Development of the Existing Town Centre   |           |
| 5.9 Town Centre Options   |           |
| 5.10 Preferred Town Centre Option   |           |
| 5.11 Neighbourhood Centres  |           |
| 5.12 Implementation   |           |

## **6.0 Land Use Patterns & Community Facilities 73**

- 6.1 Land Use Aims
- 6.2 Residential
- 6.3 Retail (Business 1)
- 6.4 Commercial & Industrial (Business 2)
- 6.5 Education
- 6.6 Community Facilities
- 6.7 Open Space
- 6.8 Land Use and Community Facilities Summary
- 6.9 Implementation

## **7.0 Movement Network 101**

- 7.1 Introduction
- 7.2 Road Hierarchy
- 7.3 Entrances to Rolleston
- 7.4 Main Roads (Primary) Network
- 7.5 Local Roads (Secondary) Network
- 7.6 Town Centre
- 7.7 Cycling & Pedestrian Networks
- 7.8 Public Transport
- 7.9 Rail Freight
- 7.10 Movement Network Summary
- 7.11 Implementation

## **8.0 Infrastructure 119**

- 8.1 Introduction
- 8.2 Water Supply
- 8.3 Wastewater
- 8.4 Stormwater Treatment, Use and Soakage
- 8.5 Paparua Water Race Network
- 8.6 Power
- 8.7 Telecommunications
- 8.8 Gas
- 8.9 Gravel Extraction
- 8.10 Infrastructure Summary
- 8.11 Implementation

## **9.0 Implementation Plan 131**

- 9.1 Introduction
- 9.2 Implementation Methods
- 9.3 Statutory Planning
- 9.4 Funding & Affordability
- 9.5 General Actions
- 9.6 Master Planning & Design Guidance
- 9.7 Summary Action Plan





# Rolleston

Draft Structure Plan

EXECUTIVE SUMMARY

May 2009



# Executive Summary

## VISION

*It's 2075. Rolleston is a well-established town on the Canterbury Plains, larger than Ashburton or Rangiora. Despite the town's impressive growth in recent years, the town has come together well and the community spirit remains strong. While it has kept a close association with Christchurch, it remains a town in its own right. The town has been successful in drawing a distinctive character from its close associations with the rural landscape in which it discretely sits - you can still catch glimpses of the Port Hills or Southern Alps as you move around the town.*

*Rolleston is recognised as one of the most desirable places to live and work in the region and businesses are keen to establish themselves here. This has been boosted by the reputation gained by the town's long term approach to sustainable development, which is now frequently used as a successful model by other towns facing the ongoing impacts of energy shortages and climate change.*

*Rolleston's town centre is a thriving and vibrant social hub. Visitors are attracted from throughout the district to the variety of shops, entertainment and community facilities on offer. The various festivals and weekly market are events that gather the community together in the town square on a regular basis. Many combine a visit to the town centre with their trip to see the new exhibition at the art gallery, their kids competing at the nearby Recreational Precinct or following a long walk, bike or horse ride around the town's green belt.*

*The residents of the district find it relatively easy to find just the right place to live as they look to move house within the community they are familiar with staying close to friends; or to relocate into the town for new work or retirement off the farm. Most places are within an easy walk if parents want to take the kids down to the park to play or dash down to the local shops for milk; if they need a bit more they just catch the bus into town.*

*All in all, residents are pretty proud of Rolleston and what's been achieved over the last few years. It hasn't lost what residents enjoyed about Rolleston when it was smaller, but has grown better as it's matured.*



## BACKGROUND

The Rolleston Structure Plan has been initiated as part of delivering the Greater Christchurch Urban Development Strategy (adopted by Selwyn District Council in April 2007). The plan seeks to manage the rapid growth that has and will occur in Rolleston, which could be a town as large as 50,000 by 2075.

The Structure Plan has been a joint project between the Selwyn District Council, AECOM and Boffa Miskell.

## STRUCTURE PLAN PROPOSAL

To achieve the vision, the Structure Plan proposes the following major developments :

### 1. A refocused Town Centre:

- along Rolleston Drive and Tennyson Street and using the existing Rolleston Reserve.
- to improve connectivity within the Town Centre and make stronger use of the Reserve.
- Reserve will contain a mix of retail, cultural functions (expanded library, town hall, and art gallery), attractive open space (eg botanic gardens or town square), pedestrian friendly access and different housing types.

### 2. New Recreational Precinct:

- Centred on Goulds Road and Dynes Road.
- Will offer indoor and outdoor sports with indoor sport facilities, sport clubs headquarters, outdoor sports fields and potential swimming pool (if included in adopted LTCCP 2009-2019) and the Rolleston High School.

### 3. New 100 hectare Regional/District Park:

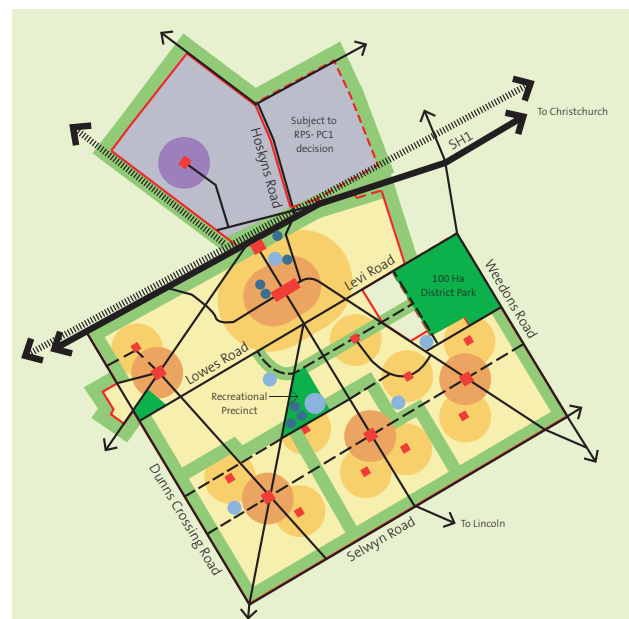
- Will be a district-wide facility
- catering for recreational/community activities not located in the Recreational Precinct.
- potential for district wide facilities, eg community gardens, local energy generation, ecological areas, and larger sporting facilities – eg equestrian, cycling, golf.

### 4. Provision for a mix of housing in Rolleston:

- to improve diversity in the community, and deliver a range of residential housing types to meet community needs.
- for example, small section sizes around 375m<sup>2</sup> up to larger sections of around 750m<sup>2</sup>.



Rolleston Town Centre Diagram



Rolleston Structure Plan Diagram

## IMPLEMENTATION

Implementation of the Structure Plan will be crucial in achieving the vision outlined above. The key themes of the plan - good urban design, sustainability and ease of implementation - are considered within the document and discussed at each stage along with cost estimates where they are known and any affordability issues that may have been identified.

## YOUR VIEWS

The Rolleston Structure Plan is aspirational and identifies major changes to the look and feel of Rolleston. Council is seeking your views on the Structure Plan. A submission form can be found at our website [www.selwyn.govt.nz](http://www.selwyn.govt.nz) or at Council's headquarters in Rolleston. For any issues on the Structure Plan, please contact Cameron Wood, Strategic Policy Planner on 347-2811 or email [cameron.wood@selwyn.govt.nz](mailto:cameron.wood@selwyn.govt.nz).





# 1.0

Introduction

# 1.1 Background

Rolleston is the largest town in the Selwyn District and is expected to experience significant growth over the next 35 years, from the current population of just over 7,000 to around 20,000. The Rolleston urban limit has a potential long term land capacity of up to 50,000 should full intensification of existing areas and development of all greenfield areas (886 Ha) occur. This could be accomplished within 70 years. As a result, the Selwyn District Council has developed a Structure Plan to provide a strategic framework to guide the development process.

The Plan looks at three key time periods: the short term until 2016; the medium term until 2041 (this date is consistent with the Urban Development Strategy and Regional Policy Statement horizons); and the long term until 2075.

# 1.2 Purpose of the Structure Plan

The Ministry for the Environment defines a Structure Plan as; “a high-level plan that shows the arrangement of land-use types, and identifies public infrastructure, such as streets, schools, rail, reservoirs and natural features.”. The Structure Plan’s purpose is to consider how existing and future development in Rolleston should be integrated in order to ensure that sustainable development occurs and makes best use of natural resources.

The Rolleston Structure Plan is intended to be aspirational, identifying principles for the future development of the town including good urban design, whilst ensuring that it is achievable. The Structure Plan does not provide a detailed plan for the town; more detailed planning will follow through the development of individual Outline Development Plans and masterplanning.

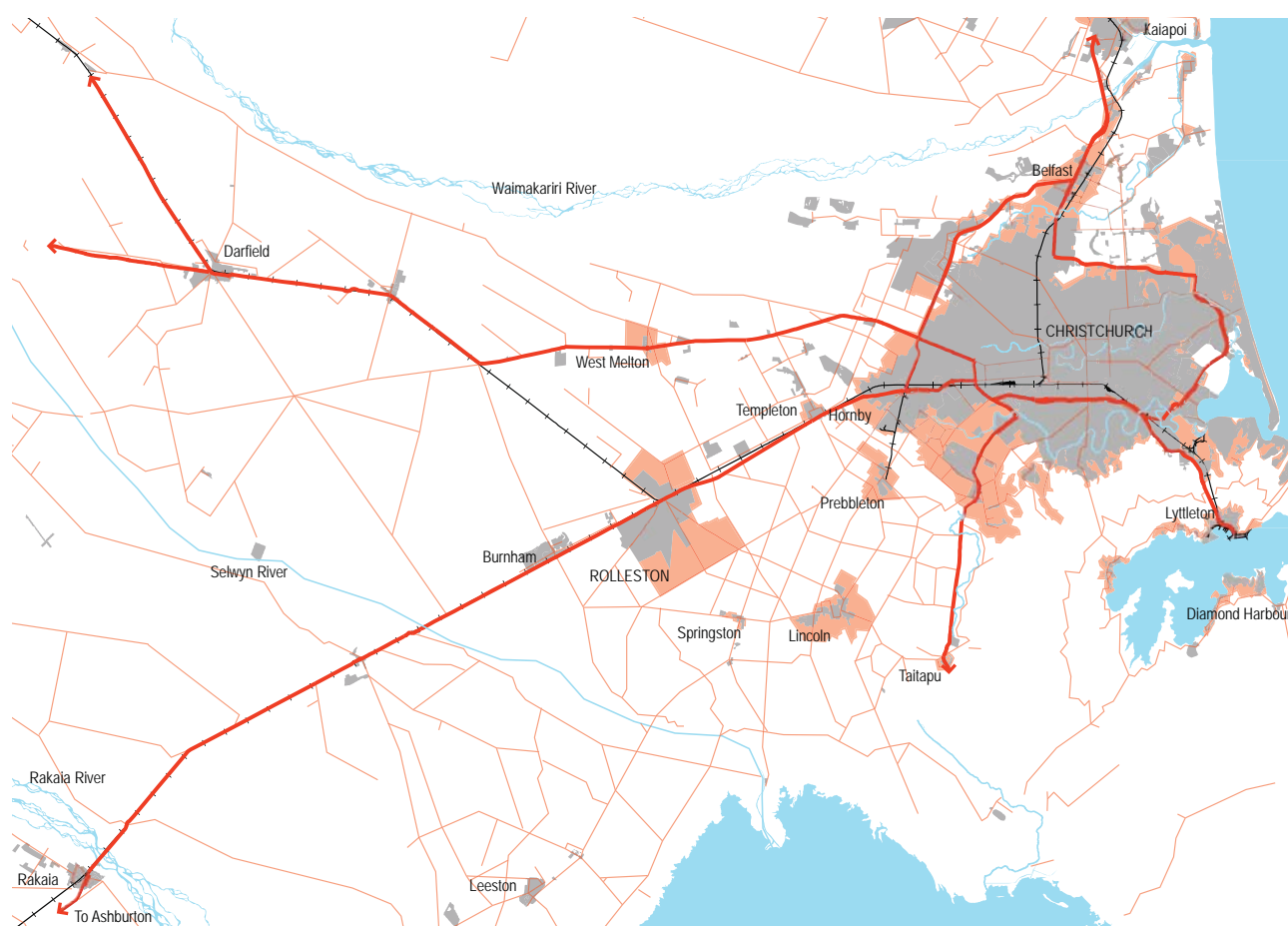


Figure 1 .1: Map Illustrating the Location of Rolleston Relative to the Surrounds.

## 1.3 Structure Plan Area

The Structure Plan therefore creates a framework to guide development and will be used as a basis for:

- Making future changes to the District Plan to cater for residential and commercial development
- Developing infrastructure programmes
- Influencing the Long Term Council Community Plan

It will be important to make sure that the recommendations of this plan are delivered on by Council and developers. Therefore, the Structure Plan will be reviewed every 3 to 5 years initially, then periodically to coincide with reviews of Council's Community Outcomes.

The area for the Structure Plan was determined when the proposed urban limit for Rolleston was established and formally adopted by Council in July 2008 and was provided to Environment Canterbury to be included in Variation 1 to Proposed Change 1 of the RPS. The area included in the Structure Plan follows Dunns Crossing Road as the western boundary. Additional land has been included to the eastern boundary between Lincoln-Rolleston Road and Weedons Road, beneath the new airport noise contour. A section of land has been included between State Highway 1 and Levi Road and between Levi Road and Lincoln-Rolleston Road. The southern boundary follows Selwyn Road. The current and anticipated growth area of the Izone Southern Business Hub is also included in the urban limit (subject to Proposed Change 1 of the RPS). A 100 ha area of land on the intersections of Weedons Road and Levi Road has been identified for a potential District/Regional park, this area has been included in the Structure Plan although it falls outside the urban limit.



Study area

Figure 1.2 Aerial Photo and Urban Limit of Rolleston

## 1.4 Structure Plan Methodology

The Structure Plan has been developed in four key layers;

- Centre Strategy (i.e. Town Centre and the use of Neighbourhood Centres);
- Land use, including housing, open space and community facilities;
- Movement networks; and
- Infrastructure.

Alongside early public consultation on the town centre options, regular input from the existing business community, key landowners, Council staff and Councillors has been sought to enable the Structure Plan to best align with community expectations.

The structure of the document is displayed in Figure 1.3 below. Background to the Structure Planning process is established initially along with the vision, key objectives and principles for Rolleston. “Existing context and issues” provides a view of the statutory and planning framework along with a summary of the issues that are being addressed by the plan. The key output of the Structure

Planning process is the map that shows graphically how the four layers of the plan integrate; creating a plan that will lead development for the next 35 years and beyond. Each of the layers is then discussed in detail.

Appropriate staging is important to ensure successful implementation of the Structure Plan. An action plan discussing next steps provides the conclusion to the Structure Plan. The key themes of the Plan: sustainability, good urban design and ease of implementation, are considered throughout and discussed at each stage along with cost estimates where they are known and any affordability issues that may have been identified.

Various concept design options have been considered as part of the Structure Plan development, particularly associated with town centre options, location of supporting neighbourhood centres and provision of higher density housing. The Structure Plan will help to inform more detailed master-planning and Outline Development Plans for each of the development areas following its adoption by Council.

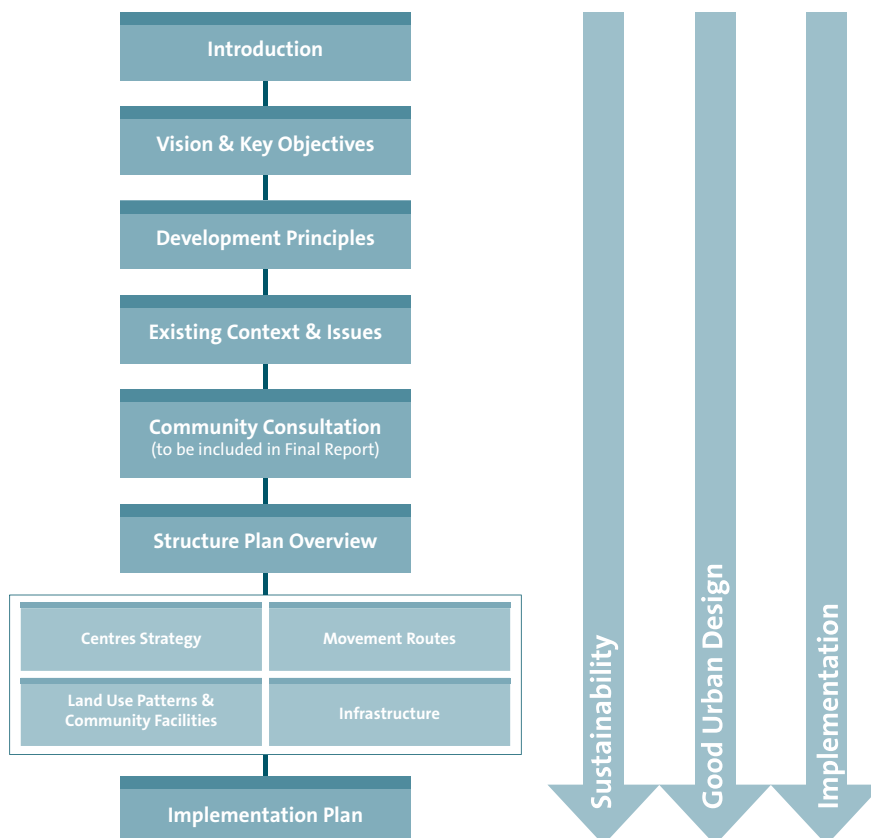
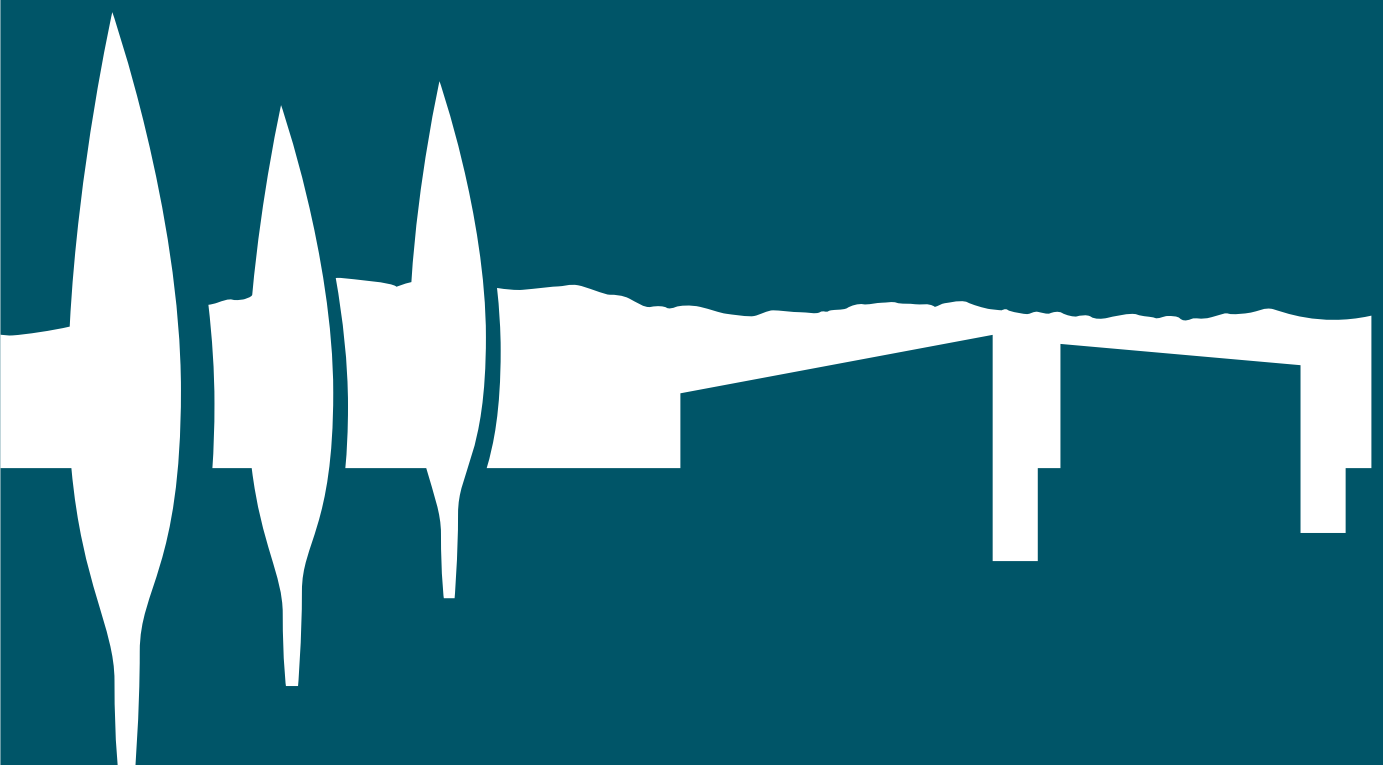


Figure 1.3 Methodology



# 2.0

## Vision and Objectives



## 2.1 Our Vision

“It’s 2075. Rolleston is a well-established town on the Canterbury Plains, larger than Ashburton or Rangiora. Despite the town’s impressive growth in recent years, the town has come together well and the community spirit remains strong. While it has kept a close association with Christchurch, it remains a town in its own right. The town has been successful in drawing a distinctive character from its close associations with the rural landscape in which it discretely sits - you can still catch glimpses of the Port Hills or Southern Alps as you move around the town.



Rolleston is recognised as one of the most desirable places to live and work in the region and businesses are keen to establish themselves here. This has been boosted by the reputation gained by the town’s long term approach to sustainable development, which is now frequently used as a successful model by other towns facing the ongoing impacts of energy shortages and climate change.

Rolleston’s town centre is a thriving and vibrant social hub. Visitors are attracted from throughout the district to the variety of shops, entertainment and

community facilities on offer. The various festivals and weekly market are events that gather the community together in the town square on a regular basis. Many combine a visit to the town centre with their trip to see the new exhibition at the art gallery, their kids competing at the nearby Recreational Precinct or following a long walk, bike or horse ride around the town’s green belt.

The residents of the district find it relatively easy to find just the right place to live as they look to move house within the community they are familiar with staying close to friends; or to relocate into the town for new work or retirement off the farm. Most places are within an easy walk if parents want to take the kids down to the park to play or dash down to the local shops for milk; if they need a bit more they just catch the bus into town.

All in all, residents are pretty proud of Rolleston and what’s been achieved over the last few years. It hasn’t lost what residents enjoyed about Rolleston when it was smaller, but has grown better as it’s matured.”





## 2.2 Key Objectives

The Structure Plan provides an opportunity to shape a common vision for Rolleston. To achieve the vision outlined above, three key objectives have been identified and carried through the structure plan proposals as they have been developed. Each of the Plan sections has then been tested against these objectives to demonstrate the level of alignment within existing constraints. These long term objectives for Rolleston are outlined below:

### 2.1.1 OBJECTIVE 1: A SUSTAINABLE ROLLESTON

As one of the largest greenfield growth areas within Greater Christchurch, there is a significant opportunity to coordinate sustainability initiatives over a broad scale and showcase Rolleston as a sustainable town.

There are a number of regulatory drivers for sustainable development, the principal ones being the Resource Management Act (1991) and Local Government Act (2002).

RMA Part II sets out the national context for sustainable management of resources, including identifying the range of environmental, social, economic and cultural factors that have to be considered by regional and local government. In Canterbury, water availability has been identified as a key issue, and is closely related to water quality, land use and productivity. The Structure Plan needs to provide flexibility to allow people to adapt their life-styles to respond to potential climate change effects, such as recurring drought conditions.

Under the LGA 2002, Selwyn District Council is responsible for considering environmental, cultural, social and economic well-being in undertaking its activities. SDC has further developed a set of seven Sustainability Principles for the District that provides a basis for Council activities. The Selwyn District Draft Long Term Council Community Plan (LTCCP) 2009-2019 draws on these principles, which aim to 'keep us real', by ensuring that Council decisions and operations will, among other things:

- consider the overall social, economic, environmental and cultural well-being of the community;
- spread costs fairly between current and future ratepayers;
- consider the true costs of any proposal, including environmental and social costs; and
- maintain an efficient and effective customer focused council.

The Structure Plan seeks to build on the sustainability principles developed for the District, coordinate with current LTCCP proposals and consider the impacts that climate change may have on the long term well being of the community. It does this through three specific development principles that aim to guide implementation.



### 2.2.2 OBJECTIVE 2: A WELL DESIGNED ROLLESTON

Consideration of good urban design is important for the future development of Rolleston, both for infill and intensification within the existing town and additional growth throughout the wider urban limit. The greenfield nature of future development at Rolleston provides an opportunity to use good urban design to create a high quality urban environment.

SDC became a signatory of Urban Design Protocol in 2008. The Urban Design Protocol has been developed by the Ministry for the Environment with the aim of “making New Zealand towns and cities more successful through quality urban design”. The protocol identifies seven design qualities to guide sustainable quality urban design, these are:

- **Context** – the integration and linking of the elements of a town to ensure flow and cohesion
- **Character** – the reflection and enhancement of the character of a town, ensuring neighbourhoods are unique and complement the existing features
- **Choice** – inclusive design fostering diversity and offering choice, flexible and adaptable design creating resilient towns
- **Connections** – providing good connections to sustain healthy neighbourhoods and reduce travel times
- **Creativity** – quality design to add diversity and a point of difference
- **Custodianship** – reducing the impact of the town and ensuring sustainability
- **Collaboration** – creating a common vision that stands the test of time

SDC has also prepared design guides for ‘Residential Subdivisions in the Living 1 Zones’ and ‘Medium Density Housing’. The Structure Plan is intended to provide a bridge between the higher level qualities of the Protocol and the more detailed design guides through developing a range of urban design principles tailored specifically to steer the future growth of Rolleston into a larger town.

In addition to the Urban Design Protocol, a series of development principles have been created to help guide future development in Rolleston.

### 2.2.3 OBJECTIVE 3: REALISTIC AND ACHIEVABLE FOR ROLLESTON

The Structure Plan has to be realistic and achievable in practice, to ensure it can be implemented and not disregarded in the future. The Structure Plan must also be sufficiently flexible to enable it to adapt to the changing context and environment.

The Selwyn District Draft Long Term Council Community Plan (LTCCP) 2009-2019 identifies a number of implementation initiatives for Rolleston that cover the early stages of the Structure Plan. These have been incorporated in the Plan along with additional proposals that look much further out. While these may seem a long way off, there is a variety of mechanisms, in addition to the LTCCP, that can be used to start planning for their successful implementation and ongoing management. The principles used to improve the likelihood of the Structure Plan proposals both being realistic and achievable are:

- Coordinated policy making
- Integrated design
- Engaging the community
- Maintaining and managing quality places
- Timely provision of infrastructure

## 2.3 Development Principles

The three key objectives identified above are further defined through a range of principles, which are intended to guide the progressive development of the Structure Plan on the ground. These set the high level requirements which future development proposals, including Outline Development Plans, should have regard for and against which they will be considered. These development principles are described below under each of the key objective headings:

### 2.3.1 A SUSTAINABLE TOWN - PRINCIPLES

Three place-specific sustainability principles have been considered to 'future proof' the Structure Plan and are tailored to Rolleston's particular physical location and the sustainability issues it potentially faces during a relatively rapid period of growth. These are:

1. Self-Sufficient
2. Drought-Ready
3. Improved Community Wellbeing

These will be complemented by working with another of the key objectives - 'good urban design', particularly through the approaches to low impact urban design that are described in section 2.3.2.

### Self-Sufficient

This principle promotes the concept of a standalone / self-reliant town that is also well connected to the wider environment, creating local water loops, waste loops, energy loops, transport loops (amongst others). This involves creating systems of interdependence between: industry and town; community and environment; town and country.

Structure Plan aims:

- Recognise and plan for shared infrastructure between Izone and residents for electricity generation and use to residents (e.g. allow for industries that can provide energy, recycling services).
- Ecological services for water and waste management (e.g. using landscape to absorb compost, mulch, stormwater).
- Water loops as discussed under 'drought ready' below.
- Food production in the urban environment (e.g. use of allotments, community gardens.)
- Connections between town and country (e.g. town provides service and industry, country provides food and raw materials; town providing compost to the country, which provides food for the town; visual connections.)
- Energy production (solar / solar water heating, wind generation, co-generation (heat / steam / electricity) waste as energy (biofuel, digesters)). Sharing waste energy / heat from industry to residential.



## Drought-Ready

This principle ensures Rolleston has a small 'water footprint' and is ready for drought.

Structure Plan aims:

- Stormwater managed in the landscape (e.g. retained in specially constructed areas, public open space located close to hardstand and roof areas)
- Re-use of 'greywater' from The Pines Wastewater Treatment Plant (e.g. irrigation in adjoining forestry areas, thus offsetting the need to draw from groundwater resources). Landscaping and ecological restoration to consider drought conditions or water restricted areas.
- Sustainable design guides for new developments.

## Improved Community Wellbeing

This principle ensures community wellbeing and the environment are improved compared to 2009 baseline (i.e. net environmental and social benefit through a net gain in biodiversity, ecosystem function, water quality, air quality, social well being etc.)

Structure Plan aims:

- 'Carbon neutral' town (e.g. requires management of energy and transport demand and supply, using public space to store carbon)
- Ecological corridors and increased biodiversity
- Water race enhancements
- Provision of ecological services in public space
- Location and type of community services
- Increased connectivity throughout the town and to the wider district

### 2.3.2 A WELL DESIGNED ROLLESTON - PRINCIPLES

The urban design principles outlined in this section are intended to cover both infill and intensification within the existing town and additional growth throughout the wider urban limit. While a range of constraints need to be managed within the existing town, the undeveloped 'greenfield' area within Rolleston's urban limit provides considerable opportunity for developing a high quality urban environment. However, greenfield development will still need to be shaped by, and respond positively to, the landscape and features of the existing rural areas, which will determine the quality of the urban environment and level of distinctiveness that results.

The following principles provide points of departure for the Structure Plan and future development proposals, including Outline Development Plans. It is anticipated that these principles will also set the basis for assessing each individual response to the overall structure plan proposals.





## Strong Regional and district linkages

- Link the town with key destinations and major movement routes to provide better integration with the surrounding district and nearby Christchurch City. This benefits residents wanting to directly and easily access employment, shopping areas, schools, recreation facilities and other community services.
- Respond to the unique characteristics of the district to establish a point of difference for promotion of the town and accentuating a sense of place (e.g. rural character, views, distinctive land uses).



## Establish a clear hierarchy of centres

- Provide a wide range of facilities and services to meet the diverse needs of the community within the town;
- Establish complementary centres with the town centre acting as a recognisable community focus and neighbourhood and smaller local centres catering for basic daily needs of local residents;
- Utilise existing rural roads as the basis for primary movement routes to link the existing town centre with proposed neighbourhood centres.
- Directly link neighbourhood and local centres together in a simple and legible way and to 'stitch' in local residential catchments;



## Integrate land use and movement

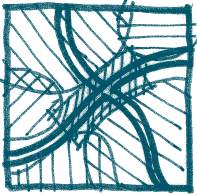
- Service key destinations (i.e. centres and community facilities) with good transportation systems (e.g. public transport);
- Provide a range of convenient and pleasant walking and cycling options for linking residents to key destinations;
- Seek ways to reduce the impact of major movement barriers, such as the State Highway and arterial roads, particularly around centres and public open spaces.



## Higher density development at nodal points

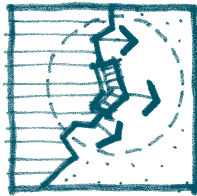
- Closely match the spread of population density to centres and/or key movement corridors, including public transport routes, which require the highest levels of activity and provide the higher quality amenities.
- Establish smaller block sizes within higher density areas to maximise the choice of routes and reduce travel distances.





## Overlapping mix of land uses

- Provide a wide variety of land use activities (e.g. retail, office, community facilities) within comfortable walking distance of the highest population densities;
- Utilise a mix of uses to encourage a diverse and compatible range of activities, particularly in centres;
- Provide a choice of housing typologies to cater for a range of different lifestyles.



## Regenerate existing residential areas through shared amenities

- Locate new centres and community facilities to aid the intensification and infill of existing lower density zoned land within the urban limit;
- Utilise new investment as an opportunity to improve or develop new amenities where deficiencies are recognised and allow new residents to tap into and help sustain existing community facilities.



## Create a continuous network of open space

- Establish an inter-connected network of open space centred on larger public open space reserves, including the Recreational Precinct and 100Ha District Park.
- Provide walking and cycling access and ecological links between larger reserves through the use of linear open spaces, such as green corridors, water races, avenue-style street connections and smaller local parks.



## Create ecological and open space links between town and rural land

- Provide green corridors between larger neighbourhood clusters that link the town's reserves with its rural edges;
- Align secondary and local street network to create strong physical and visual connections between neighbourhoods and the town's broader rural context (e.g. Southern Alps, Banks Peninsula);
- Clearly define the edge of the town through providing a strong buffer that maintains the rural feel beyond the urban limit.



## Provide a public edge to public open space

- Avoid new development 'turning its back' or privatising edges to major landscape features and recreational areas;
- Minimise access barriers to allow for a wide spectrum of the resident population and visitors to physically access or visually overlook these features.



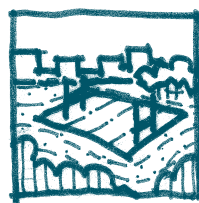
## Utilise existing rural roads and landscape features to develop distinct urban areas

- Use rural and open space features to define neighbourhood edges and inform the development of a diverse range of living environments across the urban limit;
- Use these landscape qualities as generators for distinctive neighbourhood identities.



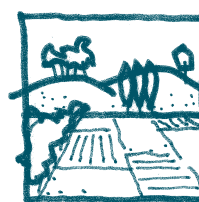
## Protect and enhance existing landscape features and incorporate into urban form

- Encourage the retention of existing native and exotic vegetation (e.g. rural shelter belts) that will help structure and characterise the layout of new developments and lend an established landscape character to the growth areas.
- Incorporate existing rural field boundaries to retain strong links back to historic uses of the land.
- Revegetate water races to provide habitat for native species and minimise adverse effects on the water quality



## Locate large recreation areas at the periphery of dense urban areas

- Locate large recreational areas on the periphery of higher density areas where a balance can be struck between proximity and the impact these large areas have on walkable population catchments to centres.



## Protect views to distant regional landscape features and along rural roads

- Restrict the impact of higher density areas on the rural character by generally containing visual effects within the urban limit;
- Use landscape buffers to minimise reverse sensitivity effects of rural activities on urban land uses.
- Maintain predominantly rural views along roads outside the urban limit through the use of landscape buffers.



## Protect historic and culturally significant sites or features

- Respect known sites and landscape features with strong cultural associations;
- Maori and Pakeha culture and heritage can be generally perpetuated through retaining familiar landmarks and also by non-physical means, such as place names.



## Utilise existing roads where possible

- Reduce environmental impacts and financial costs of building new roading infrastructure where existing road alignments can be used;
- Maintain a degree of familiarity for local residents by retaining historical routes, which are often already well sited;
- Improve integration/ connectivity of existing roads and subdivisions.



## Consider climatic conditions

- Street alignments should maximise the opportunity for properties to gain good sunlight and daylight access. The long end of blocks should be within 20o of north-south to offer the best prospect for buildings to be both energy efficient and address the street.
- Consider other climatic conditions, such as prevailing winds. Rolleston has a temperate climate that requires protection from cold easterlies, strong north-westerly winds and southerly storms.



## Future-proof Structure Plan for further expansion of the town

- Implementation of the Structure Plan and individual developments should allow for good physical integration and service provision to additional neighbourhoods beyond the RPS-PC1 period, particularly those identified within the wider urban limit.

### 2.3.3 REALISTIC AND ACHIEVABLE FOR ROLLESTON – PRINCIPLES

In formulating the Structure Plan, careful consideration has been given to balancing design aspirations and deliverable outcomes. While there may be some proposals that still seem unrealistic, the Structure Plan is intended to set in motion further work that can clarify what is possible within the parameters of existing and future constraints. There are a number of practical steps that need to be taken to gradually assess issues, assist decision-making and implement the Structure Plan throughout its projected life. This may include updating the Structure Plan as circumstances change and opportunities arise. The principles for ensuring that the Structure Plan proposals are realistic and achievable are outlined below:

#### Coordinated policy making

Policy directions supported across multiple levels, from regional policies (e.g. RPS PC1) to district or town-based policies (e.g. plan changes), which can be clearly interpreted and applied under local circumstances are important to avoid inconsistencies. Policies can also provide opportunities for strong political leadership to raise standards and deliver quality over the long-term, providing they are robust and can be evaluated and interpreted consistently by the community. The Structure Plan aims to provide a clear direction for targeted policy making.

#### Integrated design

The Structure Plan can also be clarified by more design development work (e.g. Outline Development Plans or town centre masterplan) that can further analyse and resolve more detailed issues by working at a smaller scale. These are informed by the broader aspirations of the Structure Plan but will be clearly focused on delivery. Design guides are also encouraged where there are common or recurring issues with the quality of delivery over a wider context (e.g. medium density housing).

#### Engaging the community

With community support behind proposals there is a greater likelihood that tough decisions can be carried through and that implementation of the Structure Plan runs more smoothly. Raising awareness of the issues and educating people through consultation can allay concerns, establish consensus and often improve proposals. This is also important for harnessing private investment to deliver the Structure Plan proposals and this can be facilitated through closer collaboration, such as public/private partnerships (e.g. exemplar housing schemes) or through other development incentives.



## Timely Provision of Infrastructure

Land development must be supported by physical infrastructure, such as roads, cycleways, footpaths, water supply, wastewater and stormwater, as well as electricity and telecommunications networks which are provided by others than Council. It will often be necessary for infrastructure capital investment to occur in advance to allow new development to occur (such as an expanded wastewater plant, a new road or a new pipeline into which a new development can connect). Given the high cost and often long lead-in times needed for new infrastructure (for example, to allow for designation, resource consents and land acquisition processes) it is important that infrastructure providers have a sound understanding of future land-use zonings, timing and land development sequencing. Furthermore, it is important that both development and infrastructure are as far as possible closely coordinated in order that development proceeds in a logical manner, and that the Council is not exposed to major capital investment and long periods acting as an “infrastructure banker”. This means planning for optimal provision of infrastructure, funded through development contributions, and promoting the provision of infrastructure by developers as part of the land development process.

## Maintaining and managing quality places

Implementing high quality developments on the ground is only the start of the process. When developing a Structure Plan that spans generations, it is important to work carefully through the design process and set in place clear management structures early. This ensures the town matures sensitively and avoids any capital investment becoming a liability for the town in later years. Targets should be set and adequate allowances made for regular review of the Structure Plan and the proposals it delivers to confirm that principles and quality standards are achieved. Setting initial benchmarks (e.g. Sustainable Development Framework) makes measuring targets easier. The success of important places within the town (e.g. town centre) is dependent on coordinated maintenance (e.g. cleanliness and graffiti removal) and management (e.g. hours of operation and event promotion) and heavily influences future private investment and occupancy levels, on which the Council may choose to take a strong lead.