

Community Centres, Halls and Libraries Network Plan

Prepared for

Selwyn District Council

Final Report



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Report Disclaimer

In preparing this report 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 data supplied by Selwyn District Council and an understanding of trends in facility 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.

Authors

Peter Burley, Anna Coleman, David Allan

Contact:

Global Leisure Group Limited
PO Box 2147
Stoke
Nelson



Davea@glg.nz

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1 Executive Summary

Selwyn has a proud history of providing community space (halls, centres and libraries). It also now has two keystone facilities with high levels of utilisation - the Rolleston Community Centre and more recently the Lincoln Events Centre. Selwyn had the highest growth rate for any territorial authority in New Zealand in 2018 (city or district council) at annual average increase of 6.4 percent in private dwellings.¹ It therefore becomes important that its network of community facilities are fit-for-purpose and can add to the quality of life of its growing population. Because much of Selwyn is experiencing rapid growth, it is equally important that community facilities are best practice in the way they are provided and activated to engage new and established residents alike.

Since the adoption of the Community Centres and Halls Strategic Plan in 2013, the most noticeable impacts on the community facility network have been:

- An increase in capacity (both through Council and non-Council owned provision). There are currently 37 Council owned community facilities in total including 5 libraries and the recently opened Selwyn Sports Centre that are spread throughout the District to meet community needs. This is primarily a result of rebuilding facilities damaged during the 2010-11 earthquake events and meeting demands from growth.
- Improved quality and condition levels (majority of facilities are now in good or very good condition) including seismic strengthening and associated improvements at Springston, Ladbrooks, Sheffield Halls, Greendale Hall, RCC and Darfield Library.
- A lower average age of facility across the network, as several older, less fit for purpose community facilities have been replaced (and others are planned to be replaced) by new more fit for purpose, and adaptable community facilities.

This update of the 2013 Community Centres & Halls Strategic Plan outlines a process for Council to work in a complementary way with the community in providing facilities. Council becomes more of a steward of the wider community facilities network and increasingly an enabler of projects (both Council and community owned). The current network is predominantly composed of general-purpose spaces for social gatherings, meetings and public assembly. A critical part of the approach is enabling more diversity of facilities in the network to better cater for the specialised needs of users found within the District including some craft, art, active recreation, life-long learning, health and well-being activities, as well as reflecting the differing mix of needs of local communities.

The updated Plan recognises the changing role of library spaces and the increasing convergence with other community facility functions. The Plan supports greater integration into community hubs. The plan seeks to enable provision of a comprehensive network of facilities catering for a diverse range of community activities, all designed to build community wellbeing. This is an especially important aim for Selwyn with its strong and independent rural communities and fast-growing urban communities.

A principle led decision-making framework with a set of assessment criteria is proposed regarding investment in community facilities. The principles that will guide decision-making are focused on:

- Meeting an identified need and fit for purpose facilities to meet the need
- Sustainability – consideration of whole of life costs
- Partnering / Collaboration / Co-ordination in provision
- Co-location and Integration of facilities
- Future proofing – adaptability of facilities
- Accessibility of facilities
- Reflecting the community
- Activation of facilities
- Socialisation within facilities
- Environmental impacts and sustainability

In summary, the best way to achieve quality, highly activated provision that meets the strategic outcomes of 'well-being' and 'quality of life', is to create a network approach. This approach should ideally ensure diversity and flexibility and be reflective of community aspirations for both long-time residents and recently settled residents.

¹ 2018 Census Population and Dwelling Counts

The plan will identify where facilities have been updated, where there are unmet needs, where diversity of provision is needed and where a continuity of current provision is still optimal.

Network Plan Recommendations

1. That Council continues to develop its network of modern fit for purpose community facilities with a particular emphasis on direct service delivery at its *keystone* sites including its new library, cultural and community space in Rolleston, 'Te Ara Ātea'.
2. That Council continues to increase investment in its capability to support the extension of its *keystone* facility-based programmes, events and services out into the various *hub* and *local* facilities in the Network
3. That Council, based on sound feasibility and evidence of community need, invests strategically in new and upgraded Community Facilities with the following considerations:
 - a. Provide opportunities for community organisations, willing to work with Council in collaborations and partnerships that lead to high level of community activation, within Council facilities.
 - b. add specialised activity spaces into the network
 - c. add complementary activity spaces (within a particular geographical area, cluster) that reflect community demand
 - d. consolidate spaces within a geographical area (cluster), or introduce new provision to address an identified gap
 - e. allow for the devolution of ownership of Council owned community facilities to community-led organisations when this is assessed as best value for the community and Council
4. That Council actively contributes to building the capability of community organisations by supporting initiatives and education that reinforce good governance, management, and operational practice.
5. That Council makes funding available for activation of community facilities²
6. That Council considers decommissioning or divesting involvement in Council owned community facilities, after consultation with the impacted community, where utilisation is low and opportunities for activation are limited, interest in community ownership is low, the facility is not fit-for-purpose and requires significant capital investment to address this and/or building compliance and renewal requirements.
7. Where facilities are no longer suitable as bookable space in the network consider the possibility of re-use for alternative activity under an exclusive use arrangement (e.g. lease or transfer ownership). This may require the buildings to be re-purposed for a specific use.

Other Opportunities for improvement

8. That Council continue the practice of connecting the mobile library (Edge Connector) to community centres in outlying areas and the role of community facilities as places for life-long learning opportunities is enhanced by spreading library functions and services into the Hub and keystone community facilities
9. That Council ensure a mix of provision is available within the Network in terms of single-use and multi-use spaces; specialist spaces for crafts, arts, active recreation, education, health and well-being, as well as general purpose spaces for meetings and public assembly.
10. That Council support mixed-mode delivery within the Network (Council programmes, vessel for hire, community initiative programmes, long term use via formal agreement and casual use), by increasing access opportunities for different groups to operate from facilities with different pricing structures and use models.
11. For Council to work to rebalance the Network through fewer new builds of generic community space and more special purpose spaces targeted at particular specialised needs or specific age-groups and involve these groups in the planning of these spaces.
12. Undertake an accessibility audit of existing and planned facilities and modify and/or incorporate into design as required to ensure facilities are barrier free and inclusive.

² There is an assumption that some people in more isolated communities will need to travel to a Community Centre, which is more appropriate as an outcome than having proximate but under-utilised provision

2 Introduction and Purpose of the Plan

A Community Centres & Halls Strategic Plan was prepared and adopted by Council in 2013. This plan was aimed at providing strategic direction for the management and development of the network of community centres and halls across the district. A specific focus of the plan was on creating a more cohesive and sustainable network to meet the needs of the district and the individual communities.

The aim of the review of the Community Centres and Halls Strategic Plan was to focus on the strategic issues and provide future direction on how facilities, including Libraries will be developed and delivered across the network plus integrate the strengths of the current approach. Some consideration of the management approach to these facilities was also required in the brief. However, this aspect was not included in the Plan because Council is undertaking a parallel work stream on governance and management at the local level for its facilities and reserves.

The objectives of the review were to:

- Prepare a refreshed plan with a broader strategic focus that acknowledges the current advances and provides a decision making framework for Council both in the shorter term and over the planning horizon indicated.
- Develop recommendations for delivering a cohesive, efficient and sustainable network of facilities that is underpinned by clear investment strategies.
- Clearly define the network of facilities (both current and planned) in terms of purpose, function and linkage.
- Integrate a community development/community spaces approach into the provision and delivery model.

The network plan contains the context, principles, implementation plan and suggested outcomes for the provision of community facilities and libraries for Selwyn District toward 2031. It includes findings and recommended approaches and can be used as a guide for a variety of Council and non-Council audiences.

2.1 Context of this plan

The provision of community centres, halls and libraries (referred to in this report as facilities) as connecting points for community life occurred over more than a century and a half of development in Selwyn. The geographic distribution reflects the history of the communities in the former counties of Ellesmere, Paparua and Malvern (that merged in 1989 to form Selwyn District). These facilities are essential to successful community building:

Community halls have been key to the quality of life and resilience of many early settler communities and still are in the many rural communities and towns that make up Selwyn. (Federated Farmers)

Whilst it is important to learn from the past, it is equally important to move with the times ensuring facilities are not legacies of a bygone age but instead have real value for residents today. To do this, our community spaces/facilities need to be continually and deliberately activated. They need to be agile and flexible in their ability to adapt to maintain relevance that fit resident lifestyles and interests. This will be key to ensuring the success of network planning for community facility and library provision in Selwyn District.

The widespread and comprehensive library network continues to make a significant contribution to community social capital and community building. In 2018, library hours were extended to better reflect the needs of residents. The network continues to evolve its service offering and its facilities. Innovation in library facilities is fast moving in New Zealand and internationally. More library facilities are being integrated within wider community facilities or have increased their capability and capacity to also deliver some traditional community facility roles such as 'maker spaces' for craft. Some are now offering technology such as 3D printers. Selwyn has innovated with its mobile library along these lines.

Much of the impetus to modernise the facility network is being driven by rapid population growth/settlement in Rolleston, West Melton, Lincoln and Prebbleton and the expectations of these residents in respect to community facility provision. In 2013, Council adopted the Community Centres and Halls Strategic Plan and determined to focus more on activation of assets over passively providing and maintaining them. The Strategy report recommended a centralised booking system to increase access by the community and to increase Council's understanding of asset utilisation; and it recommended targeted asset provision to meet growing population needs for community facilities.

As a result, significant work has been completed by Council on asset and service development including the Lincoln Events Centre and new community facilities in West Melton and Tai Tapu, plus modelling work in Rolleston for the landmark project - Te Ara Ātea (new library and community centre). Te Ara Ātea is a flagship of new approaches to community space (library and community centre) and the services provided. Users of Te Ara Ātea will be able to move freely between the indoor environment and outdoor spaces that encourage community gathering, activities, recreation and reflection. It will also be used for events, civic and community gatherings, markets, performances and informal community interaction.

A centralised booking system has been progressively rolled out, initially with facilities directly managed by Council and now incorporating a number of other facilities in the network.

Council in developing these projects is cognisant that what constitutes a 'community facility' is changing. Specifically, moving from the notion of a community facility as, *a traditional community hall concept designed for dances, performances, social events and community meetings* to; *'any area (inside/outside, public/private) that is available for community use'*. Community facilities can now include halls, community centres, libraries, café's³, schools, churches, town squares, plazas and village greens for markets and even some business premises outside of operating hours. Some can be more specialised targeted for a particular community activity that requires a unique fit-out. Facilities that create connections with the areas and amenities surrounding them are key to vibrancy.

2.2 Current Community Facility Provision in Selwyn

Selwyn District Council has an extensive network of community facilities, with plans in place for targeted improvements in response to population growth and demand pressures. The same is true of the library network especially if the enhanced mobile library services are considered.

Recently, the emphasis with respect to libraries has been on the new library and community space in Rolleston 'Te Ara Ātea', which is signalled to have exciting crossovers beyond the traditional concept of a place to share knowledge and books toward a new vibrancy with life-long learning alongside arts, cultural, performance and activity.

Previous system-wide planning for libraries is now outdated. The libraries network is now modelling best practice through Te Ara Ātea. This facility will have more focus on the provision of community spaces with an emphasis in part on multi-mode activation⁴. It can be counted as a 'community centre' in the wider sense of the term as used in this network plan.

The overall condition and utilisation of Community Centres, Halls and Community Library Assets are outlined below:

³ Video's of community cafes (Riccarton High School Library Café). Joe's Garage and video reference. <https://www.stuff.co.nz/life-style/food-wine/food-news/80305741/new-zealand-cafes-with-a-conscience>

⁴ Activation of spaces in community facilities can be via a range of modes including

- **'Vessel-for-hire'** or making the facility available so community can book and hire it, this passive management approach can lead to limited utilisation.
- **'Direct Service Provision'** with Council staff researching, designing and delivered programming that meet specific needs in the community, either library or community centre based.
- **'Community-led'** - Community Development- via lease/agreement' where community organisations lease or hire space to run programmes, often supported and nurtured by Council via a community development approach.

- The network now consists of 37 Council owned community facilities in total including 5 libraries, which are spread throughout the District to meet community needs. The network has recently been enhanced with the completion of the Selwyn Sports Centre featuring 8 indoor courts, programme space, meeting spaces and an indoor training walkway.
- The Network has evolved through planned responses to each clusters characteristics, so those with larger population bases experiencing higher rates of growth have more 'Keystone' and 'Hub' facilities with Rolleston, Lincoln, Prebbleton, Darfield, Leeston and West Melton being the main centres of expansion.
- Other community facilities that form part of the community centres and halls network for the District but are not owned or funded by Council and not sited on Council land include Kirwee Hall, Springston South Soldiers Hall, Te Pirita Hall, Sedgemere Hall, Motukarara Hall and Prebbleton Public Hall.
- The network's average age has reduced from 2013 when it was 78 years to approximately 59 years and the proportion of facilities in the network with an age of 20 years or less has increased from 12.5% to 28% in the same period due to demolishing a number of older buildings and replacing with new builds. This trend will continue over the next ten year period when planned new facilities are completed in Rolleston, Prebbleton, Leeston and Hororata and potentially some of their respective predecessors are demolished or re-purposed.
- Many facilities have been renovated over the years and are still in a serviceable condition. However, it is likely that some older primarily 'local' community facilities will continue to deteriorate at a faster rate and may become uneconomic to repair or maintain (particularly at risk are Kimberley, Courtenay, Halkett, Brookside halls)
- Satisfaction levels recorded in the Annual Residents Survey remain steady at 70% or above, and it's reasonable to expect that levels will increase again over time now new facilities are in place and others are to be developed. That being said, ratings are still exceeding annual targets.
- Since 2018, levels of service have been directly aligned to the 'cluster' approach of community facility provision, so are appropriate for the facility 'level' (keystone, hub or local).
- Other levels of service changes are relatively minor, including improvements to facilities and support processes to ensure Building Warrant of Fitness, seismic strengthening and other health and safety requirements are achieved.
- Previous provision and capacity issues in growth areas of Rolleston, Leeston, Prebbleton, West Melton have been addressed by the construction of new and/or planned new facilities, in response to use demand and quality issues at Tai Tapu and in the near future Hororata.
- The majority of facilities are in good or very good condition, and there are strong correlations between facilities age, condition, and utilisation. Many of the newer or upgraded facilities attain a higher level of use compared to those that are older and of poorer quality although it is acknowledged that some of these facilities have lower levels of use as they have relatively small catchment populations.
- Utilisation has increased over time, from high numbers of facilities with very low use in 2013 to increased numbers with very high to moderate use. However, the network as a whole does still have considerable spare capacity with few facilities achieving high or very high utilisation (>70%). The only facilities attaining a very high level of use (>85%) are Lincoln Events Centre and Rolleston Community Centre. 39% of halls now receive moderate to high use (30% - 69% utilisation) and the remainder have less than 30% utilisation.
- Utilisation percentages should be treated with caution as these are, in some cases, based on committee assessments rather than recorded bookings. Therefore they should be used as an indicator only and use will vary across the district depending on a number of factors. It should also be noted that the halls in rural communities serve a different function to those in the more urbanised parts of the district whereby they provide a local community and social hub, and because of the lower population catchments, are highly unlikely to have a continued level of high use.
- Seismic strengthening and other building condition requirements are evolving issues as Council obtains more information. Works have been undertaken to deal with these issues with some facilities (Sheffield Hall, Ladbrooks Hall, Greendale Community Centre and Springston Hall). The cost implications for other facilities will be a key factor to consider in decisions on future investment or alternative actions.
- Several community facilities have or are being considered under the District Plan for Heritage status. This makes demolition or removal a more complex issue if this action is to be considered.
- A consistent charging policy has been applied to ensure a more equitable cost structure for facility users. This recognises the diversity of facility spaces and the types of uses and offers significant discount opportunities for community based users.

2.3 Challenges (Community Centres, Halls and Community Libraries)

Although much progress is being made with new and upgraded facilities, new booking systems and staff allocated to support community initiatives there are still a number of challenges to be addressed in this network plan.

Relevance is an overarching challenge for many hall facilities. Many existing community halls are now legacy facilities of a bygone age designed and developed initially for a range of community and social purposes important to foster community, particularly in rural and outlying areas. Although community facilities serve the role of connecting people, much now happens in the home with digital technology and social media, and in commercial spaces (e.g. café's and fitness gyms).

There will always be a need for large community gathering spaces. However, people are increasingly more willing and able (with better roading infrastructure) to travel to a larger, higher standard of facility (e.g. LEC) rather than ensuring every community has a commercial kitchen, a big meeting hall and committee rooms often of a lower standard.

People come together in community facilities for a common reason, cause, passion and/or meaningful connection. Simply to be together, to do things together and to be connected by sharing the space and to be around the energy, excitement, and enjoyment created from activity in the space. Modern library principles of 'maker' and 'learner' spaces also have a key role to play.

Facility ownership is far less important to users than welcoming, vibrant, workable and inclusive provision. Coffee (and tea), commerce and activity go hand-in-hand within new community facilities.

The uniqueness of some community facilities means people travel to them from adjacent communities because of their attributes. A challenge is making sure the network of community facilities is not a repeated provision of the same meeting and hall spaces everywhere. Diversity is to be considered a strength in the network while acknowledging that some generic local hall spaces (particularly the older facilities in rural communities) will continue to have a role for some local residents for a period of time ahead.

Table 1. Challenges and opportunities

Challenges	Opportunities	Key document / reference
Selwyn's fast-growing population	Scalable solutions and opportunity to be innovative with leading edge, flexible, evolutionary design	Selwyn (LURP) and UDS 2013 SDC Community Centres and Halls Strategic Plan 2016 SDC Eastern Selwyn Community Spaces Plan & Implementation Guide 2018 SDC CFAMP
Relevance and attractiveness	There is a growing need for high quality facility design and provision to fulfil both a need for social connection and be effective as activity spaces plus reflect the character of the community	2016 SDC Eastern Selwyn Community Spaces Plan & Implementation Guide 2018 SDC CFAMP
Age, condition and seismic strength of some buildings	Rationalisation of network where costs outweigh the benefits of not fit for purpose facilities	2021 SDC CFAMP
Lack of effective maintenance programmes as facility responsibility for upkeep transitions from committees to Council	Put in place facility maintenance programmes and systems to support it and ensure budgets are adequate to maintain buildings to a serviceable standard	2021 SDC CFAMP
Low levels of use coupled with very low or nil income generation due to quality and/or not fit for purpose	Monitor use and value to communities and consider network rationalisation that could include repurposing or transfer to other entity Support activation of facilities where this can lead to increased utilisation Improve quality of selected facilities where this is likely to promote increased use	2021 SDC CFAMP

Challenges	Opportunities	Key document / reference
Building diversity into network for specialised district-wide needs and localised differences	Balancing different delivery of facilities across the whole network	2013 SDC Community Centres and Halls Strategic Plan 2016 SDC Eastern Selwyn Community Spaces Plan & Implementation Guide 2021 SDC CFAMP 2016 Sport NZ Hub Guide Project for Public Spaces www.pps.org
Affordability versus sustainability	Use community-based funding for community-led initiatives applied appropriately to support the capital, programmes and operations	2021 SDC CFAMP 2016 Sport NZ Hub Guide Project for Public Spaces www.pps.org
Lack of understanding of opportunity for integration or co-location of library functions, services & spaces with other community facilities	Significant gains through integration Library front of house means the community facility will be open more often Greater efficiency through shared ancillary spaces and services	2021 SDC CFAMP
On-going sustainability and appropriateness of local community committees to manage/operate facilities	Consider alternative delivery models that will ensure facilities are looked after, operated safely and use is optimised Discharge committees and provide for transition to alternative delivery approach.	Report to Council 9 June 2021: "Future of Community Committees of Council"
Changing models for the role of community in governance, strategic planning and engagement	Council has a role in facilitating and supporting community participation in governance and strategic planning for community facilities that has, at its essence, community engagement, effective communication and collaborations.	Christchurch City Council Community Facilities Network Plan (2019) 2016 Resilient Greater Christchurch
Unused capacity	Asset focus and not enough "activation" focus means a default vessel for hire Council provision or User pays approach. Community led means greater activation if Council supported.	2013 SDC Community Centres and Halls Strategic Plan 2016 SDC Eastern Selwyn Community Spaces Plan & Implementation Guide 2021 SDC CFAMP 2016 Sport NZ Hub Guide Project for Public Spaces www.pps.org Google 'Third Place'
Fit for future - Over emphasis on traditional design led formula	Look beyond traditional builds to easily extendable or moveable and interconnected buildings with flexibility to enable evolution. Follow the lead given with Te Ara Ātea design attributes. Earthy, warm, adaptable, social and maker spaces above form	Pop Up / Modular https://porirua.govt.nz/business/why-porirua/pop-porirua/ https://www.education.govt.nz/school/property-and-transport/school-facilities/modular-buildings/

3 Future Provision Approach

Council has a major role in shaping the network of community facilities for Selwyn and ensuring a successful future for community facility provision. That successful future is defined as:

Council increasingly becoming active in providing a community involved, vibrant, widely distributed, accessible range of creative, learning, maker, social, recreation and well-being spaces that build a sense of ownership in the space and by extension a sense of community and belonging for residents in towns, regional centres and Selwyn District as a whole

The aim of the network plan is to understand this mosaic of needs and reflect this with appropriate provision. In essence, to transform the network to a scenario where under-utilisation of older facilities because of design limitations is reduced and there is a process of transitioning these facilities into exciting well-utilised community facilities.

A principle led decision-making framework with a set of assessment criteria is proposed to assist Council with decisions regarding investment in community facilities.

3.1 Planning Principles

In considering future facilities to meet District-wide and local community needs it is essential that we learn from the past and ensure that future facilities are developed in a robust and planned way. A set of overarching planning principles is essential to guide future decision making when investing in community facilities. The principles listed below are widely used with recreation facility provision and have been adapted for use with community facilities⁵. The principles are:

P1: Meeting an identified need and fit for purpose to meet the need

Experience shows that there is often insufficient rigour applied to the fundamental question of need (both local and district-wide) and what is the fit-for-purpose solution. The best outcomes are achieved when all of the potential users of the proposed facility are identified, and a deep understanding is gained about their needs. Consider non-council provision in any assessment of need.

P2: Economic Sustainability – consideration of whole of life costs

Economic sustainability means the facility is able to be maintained at a certain rate or level. Experience shows that often there is insufficient consideration of the ongoing net costs of a facility: what the operating and maintenance costs will be and how they will be funded over time. The best outcomes are achieved when the 'whole of life' costs of a proposed facility are considered at the outset and a clear plan established around how the costs will be met. Often, investment up-front in, for example, shared reception or greater energy efficiency, can deliver huge dividends over the life of a facility.

P3: Partnering / Collaboration / Co-ordination

Historically community facilities have tended to be planned and built without sufficient early identification, engagement, collaboration and co-ordination between potential partners (particularly community, school, Maori and church organisations and when appropriate neighbouring Local Territorial Authorities).

Better outcomes are achieved when well-coordinated and collaborative partnerships are developed with those beyond the community facility sector, such as education, social services, health, Iwi, and in some cases the private sector. Adopting a wider network approach across the District and placing importance on relationship building is essential. This increases the likelihood that the community facilities will be used to their full potential, maximising the value of the investment in terms of community participation and well-being.

P4: Co-location and Integration

Often, the best outcomes are achieved by sharing. Experience shows that an effective way of achieving these outcomes is to create multi-use facilities and integrated community hub facilities to co-locate functions and activities such as crafts, arts, active recreation, life-long learning, some social services, health and well-being. This usually means some consolidation of facility provision.

P5: Fit for Future – adaptability

The best long-term outcomes are achieved by designing community facilities in ways that enable them to be adapted, developed and extended in response to future demands. Experience shows that facilities should be designed to accommodate changing needs over time.

P6: Reflective of the Community/District

Community facilities need to be reflective of the character of the community and district that surround them, both visually and operationally, to create an environment where everyone feels welcome. They are an important expression of community identity and in smaller communities are often a significant visual physical marker.

⁵ Sport NZ's National Sport Facilities Framework identifies a set of planning principles to improve future decision making when investing in facilities.

P7: Accessibility & Inclusiveness

We still tend to associate ‘accessibility’ with building facilities that cater for people with disabilities, but it is wider than this important aspect. Facilities need to be accessible for all to get to (a reasonable travel time), to enter and move within (physically accessible), and use (priced appropriately). An accessible facility needs to meet the needs of the young, the old, people of different abilities, cultures, genders, and many other groups such as shift workers. The best outcomes are achieved when we develop accessible and inclusive facilities, with programmes and activities within them that consider the demographic, cultural, socio economic and physical diversity within our communities.

P8: Activation

Activation in essence is ‘Bringing a Facility or Space to Life’ through well promoted and planned programmes, activities, festivals and events that encourage utilisation, foster vibrancy and a sense of ownership of the facility. Quite often this aspect is an afterthought in the facility planning process. However, planning for how a space will be activated is a vital component of ensuring its effective utilisation. It is also important to take a network approach with regards to activation, assessing how a number of facilities or spaces within the District can be activated together to more effectively and efficiently utilise existing resources to meet demand.

P9: Social Interaction

Community facilities need to be designed and equipped to create opportunities for meaningful social interaction before, during and after the activity. The term ‘Meaningful’ is important, because it implies an exchange that includes real communication, even if only for a moment, and leaves each party feeling that they have shared something with another human being. Social areas are where people – often from many parts of the community and/or diverse backgrounds – meet naturally and interact comfortably and often pleasurably because of the nature or attraction of the facility and/or the activities associated with it. As with activation, social interaction is often an afterthought or secondary in the facility or space planning process. However, it is something that can be addressed with relatively simple modifications typically through the addition of space for comfortable seating (e.g. bean bags and couches) and tea and coffee making facilities.

P10: Environmental Impacts and Sustainability

Decisions on provision of community facilities, including location, design, building and operation, need to take account of environmental impacts. This includes adaptation to the impacts of climate change in terms of site selection, building design and resilience. This also encompasses the impact of facilities on carbon emissions where design, materials and operational facets need to be aimed at carbon reduction. This means the decision making process for new buildings considers carbon emissions as a key element of whether to build or not (are there alternatives?) and, if building proceeds, all aspects of the build process are focused on carbon reduction, energy efficiency, durability, waste reduction, capture and re-use of water and low-impact environmental solutions. Similarly operations need to take account of environmental impacts particularly in regard to carbon emissions, waste generation, use of harmful chemicals and energy use. Location of facilities within the network needs to strike a balance between accessibility by more dispersed communities and proximity to main population centres. Future emphasis should be on less overall provision and more facilities closer to larger populations with good connectivity via walking, cycling and public transport routes.

3.2 Facility Planning Criteria

To implement the plan and ensure that the priorities are identified and determined in a fair and transparent way, a series of facility planning criteria needed to be developed based on best practice. These criteria recognise that:

- There are usually not enough funds to go around, it is no longer viable to keep building community facilities in every community.
- Evidence indicates Council and community owners/providers are challenged to maintain all of the community facilities they have, let alone build more to meet growing and changing needs.
- Council needs to be systematic in prioritising future investment.
- When using these criteria, care is needed to ensure that individual local needs (a smaller community facility) or a large specialised facility that is or will be used almost to capacity by one or a small number of activities are not overlooked.

Gateway Criteria

These criteria are usually a pass-fail judgement. They do not necessarily terminate the proposal but will require improvement and subsequent reconsideration.

Evidence Base:	The proposed development is supported by reliable and verifiable research and consultation.
Industry Best Practice:	The proposed development reflects industry best practice including but not limited to multi-use, partnership/collaboration, hubbing, cross sector.

Assessment Criteria

These criteria are designed to guide Council and community organisations about key aspects to be addressed in feasibility studies. The criteria enable assessment of relative priority of their proposed facility for Council investment based on evidence base. All project proposals need to address all of these criteria.

Increase in participation levels:	The degree of positive impact on participant numbers now and reliably projected into the foreseeable future if the project is actioned.
Economic sustainability:	The degree to which capital and operational costs can be met by considering the whole of life costs.
Environmental sustainability:	The degree to which the proposed development negatively or positively impact on the (natural) environment including consideration of climate change impacts and carbon emissions.
Supply vs Demand:	The degree to which current demand/need exceeds current facility provision including non-council provision.
Gap in Provision:	The degree to which the needs are identified can only be met through additional facility provision (i.e. additional facility provision is the only option). Consider non-council provision in any assessment of the gap.
Strategic Planning:	The degree to which the proposed development aligns with and supports the implementation of other planning by Council
Impact on other facilities:	The degree to which use of the proposed development's positively impacts and complements (rather than competes with) existing facilities.
Social Inclusion and Interaction:	The degree to which consideration and subsequent plans are in place for how the facility will foster social inclusion and interaction.
Reflective of the local community:	The degree to which consideration and subsequent plans are in place to ensure the facility (visually and operationally) will reflect the character and identity of the local community and the District.
Events:	The degree to which the proposed development enhances the ability to host community events.
Fit for future:	The degree to which the proposed development can be adapted physically and operationally to reflect changing demands and trends.
Activation:	The degree to which consideration and subsequent plans are in place for how the facility will be activated.
Capability:	The degree to which the organisation or partner organisations involved have the capability to deliver, sustain and manage the facility.

3.3 Risk Analysis

It is important to consider potential risks associated with the suggested approaches and in general from a wide review of current literature and issues encountered by Local Authorities. The table below highlights some key risks to be factored into decision making at feasibility study phase.

Table 2. SDC Community Facility Network Plan Implementation Risk Assessment

Potential Risk	L = Low M = Medium H = High	Mitigation
Plan does not take into account the various non-Council community delivery likely to occur over time (Schools/Trusts/Churches/Incorporations/Other)	H	Feasibility study in individual cases to assess all provision against Council provision to ensure a balanced delivery, rep-assessment of relevance during facility lifetime, willingness and ability to change use emphasis as community changes Employ staff who need to connect with all groups via a Community-led process, ensuring they enable community building
Decisions not based on reliable evidence	H	Feasibility study assessments
Lack of knowledge of cross area and cross boundary participation prevalence	M	Further research required on where people go for community activity
Facilities become irrelevant for specialised or niche purposes	M	Need to provide specialised provision spaces as well as multi-purpose spaces Make the difficult decisions to decommission via strengthening the viability of a cluster system of delivery
Over-emphasis on generic public gathering and meeting spaces	M	People will travel further for Public Assembly space and increasingly have meetings in cafes or via digital platforms so less need for this type of provision moving forward. Need individualised provision or uniqueness as people will travel for something different or special
Lack of recognition of existing community activation	L	Feasibility assessments and partnership with community led initiatives
Over-emphasis on asset management rather than activation (a traditional Council focus and strength area)	M	Council has increased effort into activation policies since 2013. Need to strengthen resourcing and processes to ensure high levels of utilisation are balanced with the need to have well maintained assets Continue Councils robust asset management planning but always include a narrative on activation that goes beyond LOS requirements
Limited community-led community facility activation	M	Effective Council strategy to partner with community
Over-emphasis on decision making based on current needs	M	Focus on innovative spaces and being up with trends to meet new demands. Support staff and community partner training to ensure high levels of innovation in this space
Cross boundary provision not taken into account	L	Feasibility assessments are well briefed to ensure this is considered. Flexible system in creation and activation of community space that can adapt to change

3.4 Facility Hierarchy

An approach used nationally is to consider facility needs at the different level of participation or provision from community through to district or region.

It is important to recognise that levels within the hierarchy are not exclusive and a single facility or space can meet the needs of different levels, for example a district (Keystone) facility will also likely meet the local needs of where it is located. In considering the network of facilities in the District it is important to recognise that each fit for purpose facility usually has a role to play in meeting the range of needs as part of the network. The following hierarchy is proposed for use in the Plan and future provision planning in the District:

- **Keystone** facilities are critical to the whole network, they are usually larger, and will likely be the more complex to manage with higher direct operating costs and therefore need to be owned and managed directly by Council. They are staffed with Council programmers. Highly developed urban focused community facilities providing a high level of service across a wider catchment – these facilities support Hub facilities directly
- **Hub** facilities are important to the clusters and complementary to the Keystone facilities. Usually general interest facilities of particular value as a central or significant location across the cluster. Hub facilities could take several different paths in terms of management and control. Larger Hub facilities are likely to be owned and managed directly by Council, some with Council programmers. Smaller ones could be more community-led and independent but supported by Council programmers based at Keystone facilities
- **Special Purpose** facilities are ‘special’ in the sense that they focus predominantly in an area of interest usually due to an attribute of the facility e.g. rehearsal space for performing arts. It could be that they focus on older adults, youth, or a particular class of activities. Special purpose facilities are of value across the network. Larger Special Purpose facilities are likely to be owned and managed directly by Council, some with Council programmers. Smaller ones could be community-led and independent but supported to a degree by Council programmers based at Keystone facilities
- **Local** facilities usually have a localised catchment and are often one of the few focal points for their local community and, particularly in more remote locations, characterised as more community-led and independent, attracting both Council and potentially non-Council funding.

3.5 Transformation of the Community Facilities Network

When we review community facility provision in other parts of the country and in the close neighbour – Christchurch City, we see a pattern where a number of facilities of the same type/design are replicated. Selwyn has some of this pattern, where in the past each rural community had a facility with spaces including a hall for dances and larger community gatherings, a supper room / kitchen plus a multi-purpose meeting room.

The term multi-purpose has come to be misleading in the community facility context, as what it really means is the space will allow for a number of activities, but many will be compromised as the space must be returned to a passive clean and clear state for the next use. This requirement does not fully support the plethora of community, craft and art, cultural music, child-related, technology based and specialist exercise activities that need to leave their apparatus in-situ. People and groups are expressing a desire for permanent long stay fit-for-purpose space, with storage and a sense of ownership in the space for their activity.

The design focus has been on building multi-purpose meeting and social activity spaces. Today many multi-purpose community facilities are under-utilised, with problems such as lack of storage and lack of fit-for-purpose spaces.

People more often visit cafes as a venue for social connection. Many more cafes are offering meeting spaces connected but separate to the casual use areas. Prioritising meeting space over activity space is now known to be counter-intuitive. With greater mobility we observe people’s willingness to travel even long distances to the sites where their programme or activity is fully valued, and the space is fit-for-purpose.

With this in mind some diversification of spaces across the network is preferable to a one size fits all ‘cookie cutter’ design focus or reversion to a utilitarian ‘vanilla’ multi-purpose space, designed mainly for meeting and social purposes in most cases. Over time, this approach will increase the relevance of the community facilities network to more Selwyn residents.

Figure 1. Transforming to more diversified specific purpose community spaces within the network



3.6 Key Outcomes

Key outcomes for this Plan are:

- 1) **Relevance of the community facilities within the network is strengthened**
- 2) **Continuation of the Keystone, Hub and Local provision model within the five geographical cluster areas**
- 3) **Identifying and developing “special purpose” facilities that balance the network and help to address gaps in provision**
- 4) **Greater diversification of the network and in future design solutions (less replication)**

3.7 Network Implementation Plan by Cluster and Township (2020-2031)

This section of the network plan outlines the recommended actions for Council to take given the conditions within a cluster of community centres, halls and community libraries. The role for Council is underpinned by the best practice principles in the previous section. The defined roles are designed to meet the opportunities Council has for positive outcomes be that via new facilities, a change in purpose or upgrades for existing facilities; via enhancing the mode of activation across the network or by rationalising under-utilised provision.

The plan is based on a detailed review of attributes of community centres, halls and community libraries in the network (existing or planned). The facilities are aggregated into clusters based on the approach used in the 2013 Plan⁶. The review included information from structure plans, from demographic projections, trends and a summary of the state of each asset including utilisation, level of service, state of the building and age. It recommends a particular outcome for each facility based on the principles established as part of the network planning process.

Information provided in the tables below form the basis of the proposed future state for the network broken down by cluster. The clusters are:

- Rolleston Cluster
- Lincoln Cluster
- Ellesmere Cluster
- Malvern Cluster
- Remote High Country Cluster

The data presented includes:

Demographics:

- Population 2018, 2028, 2043

Asset Data:

- Facility Type as per Hierarchy (Keystone, Hub, Special Purpose, Local)
- Usage Level
- Condition (trend over time)
- Facility performance - includes defects noted and Property Quality Standards (PQS) assessment against a range of criteria (e.g. legal compliance, safety security, health hygiene, building functionality, building performance) with a score of 75% or above expected.
- Age
- % of NBS (seismic strength in relation to the National Building Standard)
- Current Status & Primary Purpose

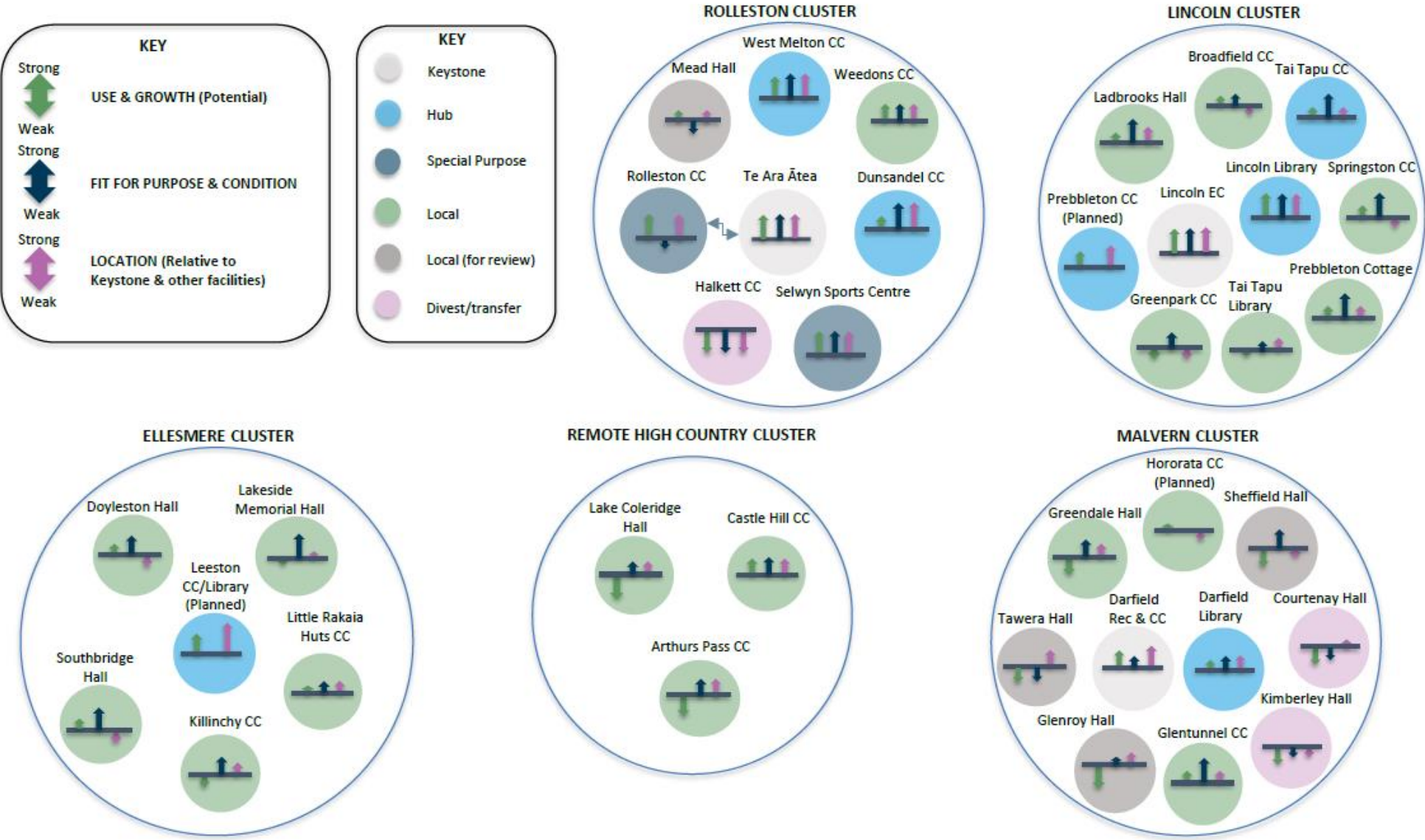
Proposed Direction for the Future:

- Role for the Facility
- Capital Investment required
- Strategic considerations

The following figure depicts the facility clusters within the future network and the facility level within the proposed hierarchy. The image also includes an indication of growth potential, fit for purpose and location suitability. It is noted that some existing facilities may not form part of the network going forward subject to further decisions by Council.

⁶ Firstly; the Selwyn District is split into five “clusters”. Clusters are defined as geographical areas where there is potential for communities to link to provide services. Such linkages could be as a result of proximity, the travel patterns for work, education and shopping, the direction of the spread of population, isolation and remoteness. (SDC Halls Strategic Plan 2013)

Figure 2. Facility clusters within the future network (10 year horizon)



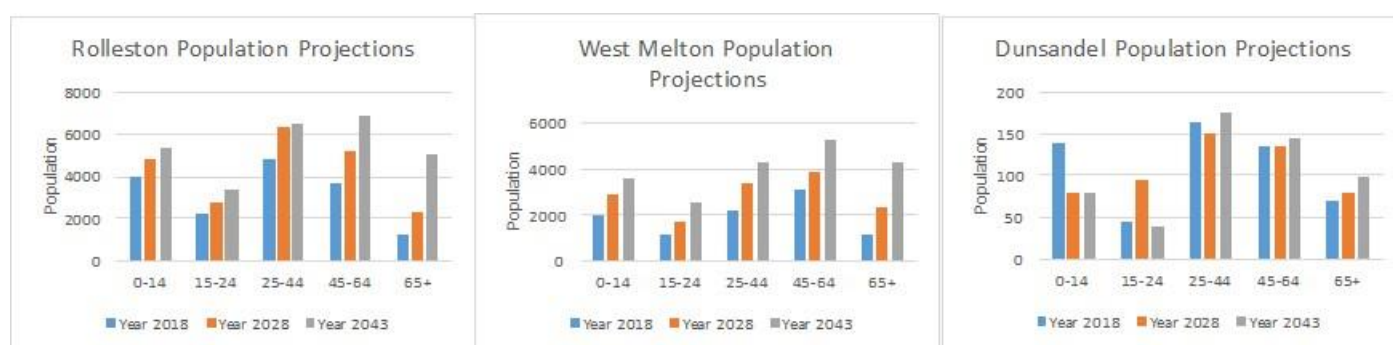


3.7.1 Rolleston Cluster

Pictorial: New Rolleston Proposed Library and Town Square, Rolleston Community Centre, Move to Music, Yoga

Key Township Population Projections⁷ - Rolleston Cluster

Figure 3. Key Centre Projected Populations - Rolleston Cluster









Rolleston and West Melton will continue to have significant and growing numbers of young people. Community facilities must reflect this in the way they provide for activities that resonate with these cohorts or risk becoming irrelevant to them. Family based opportunities (a different mix of activity in facilities) will also be crucial to the success of spaces.



⁷ 2013(base – 2043) released 2017, 2018 projections due for release early 2020 (Selwyn shows an actual population for 2018 at 62,200, the tables listed here are based on the projected population from 2013 (base) of 61,900. This is a small % variation indicating that at least within limitations the projections listed via the figures provided are generally aligned with the predictions for 2018. (See Table 8, Supplementary Information)

Facilities in Rolleston Cluster

Table 3. Rolleston Cluster Facilities (Proposed state)

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
EXISTING PROVISION								
Rolleston Community Centre & Library 	KEYSTONE Multi-purpose community & recreation centre with community meeting place; leisure activities; recreation programmes/classes; indoor sports activities; performance stage Library currently in adjoining space with digital services; community activities/programmes; community knowledge hub; cultural learning ER function	1,718 m ²	Multi-faceted & activated Very high use >90% Library capacity inadequate	40% NBS - EQ Risk	Good PQS score 82% On-going issues with roof and water damage noted in defects report Multiple dents to ceiling panels Partially fit for purpose Library space not fit for purpose (space & fit out)	1999 / 22 yrs.	SPECIAL PURPOSE FACILITY Recreation/sports activities have mostly relocated to the Indoor Court facility being built at Foster Park. The library and associated cultural and knowledge-based services will transfer to Te Ara Ātea as part of the Rolleston Town Centre Development. The building will continue to provide for less active forms of community recreation and some public assembly space for gatherings and retain some space for library collections support. Refurbish vacated library space for community use; Make RCC available 'as is' for new uses including venue for arts activities. Monitor use and impact of new facilities to understand network requirements. The facility could move to a multi-mode delivery model in the future. Potential for remodel to provide for a district centre of excellence for arts.	\$625k for cyclical maintenance & renewals over 10 years \$544k for library space refurbishment If supported in the future: \$6.4m to re-purpose as centre for arts including seismic upgrade to 67% NBS. (Estimate received at \$990k - NZSEE recommends improvements are made to EQ Risk buildings)
West Melton Community & Recreation Centre 	HUB Multi-purpose community & recreation centre with community meeting place; leisure activities; recreation programmes/classes; indoor sports activities; play centre ER function	2,033 m ²	Multi-faceted & activated Moderate use >50% trend is increasing	NBS 100% EQ BC for new building	Very Good PQS score 89% Defects report notes cracking to concrete & walls Minor issues with heating Fully fit for purpose	2018/ 3 yrs.	HUB Continue to grow use	\$241k for cyclical maintenance & renewals

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Dunsandel Community Centre 	HUB Community meeting place; leisure activities; recreation programmes/classes; Industry training venue	651 m ²	Multi-faceted & some activation Low use >20% trend is increasing and revenue targets being met	NBS 100% EQ BC for new building	Very Good PQS score 88% Defects report notes cracks to concrete floor Storage issue resolved Fit for purpose	2017/ 4 yrs.	HUB This facility is in an easily accessible location and is used for ITO training for the broader rural district Further activation of spaces - with some capacity to activate Services corporate/private bookings & sports club activities	\$142k for cyclical maintenance & renewals
Mead Hall 	LOCAL Local community meeting place; leisure activities, worship	127 m ²	Basic venue for hire – no activation moderate use >30% & increasing	19% NBS - EQ Prone	Average PQS score 66% Kitchen & toilets need upgrade Partially fit for purpose	1952 / 69 yrs.	LOCAL (Monitor & Review) Use has been increasing with church activities (local farm workers) Building is EQ prone but safe to use Venue to support local farming communities. Potential to transfer to key user	\$200k for cyclical maintenance/ renewals. Seismic strengthening to 67% NBS and internal improvements
Weedons Community Centre 	LOCAL New facility opened in April 2019 and replaced the former sports pavilion Local community meeting place; leisure activities; sports social use; private recreation classes ER function	350 m ²	Venue for hire – no activation Low use >20% trend is increasing	NBS 100% EQ BC for new build	Very Good Fit for purpose	2019 / 2yrs.	LOCAL Local community venue for smaller groups and sports club use Requires more activation to increase usage	\$42k for cyclical maintenance and renewals
Halkett Community Centre 	LOCAL Local community meeting place; leisure activities Former school building plus grounds with pool, playground and court (0.8 ha land area)	Former School – 151 m ²	Basic venue for hire – no activation low use <20%	34-66% EQ Risk	Average PQS score 71% Buildings have not been well looked after - defects noted include epoxy floor failing, rot in window frame, unfinished interior work Not fit for purpose Hall now removed	Former School - c.1962 / 59 yrs.	DIVEST/TRANSFER Low use and no income paid to Council Pool closed due to management issues New facility (West Melton) nearby Has some value to local rural community Unlikely to be needed for future network – divest or transfer	\$133k for cyclical maintenance & renewals

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Selwyn Sports Centre 	SPECIAL PURPOSE Indoor court facility incorporating sports changing, meeting/social spaces, sports equipment storage, indoor event space, Indoor exercise track ER function	8,000 m ²	Multi-faceted & activated Very high usage since opening	NBS 100% EQ BC for new building	Very Good Fully fit for purpose	2021	SPECIAL PURPOSE 8 court indoor courts complex as a district centre for indoor sports and recreation. Focus on and hub for sport and recreation including sports “business house” space	\$1.4m opex per year
PROPOSED ADDITIONAL FACILITY PROVISION								
Rolleston New Library and Community Centre – Te Ara Ātea 	NEW Construction in progress, completion scheduled for 2021						KEYSTONE New multi-functional facility incorporating library and digital services, knowledge-base, cultural learning centre, exhibition space, community meeting space as part of a vibrant community hub within Rolleston town centre.	\$23m capex 2020-21
Rolleston South Community Facility	NEW Growth of township indicates that an additional community/recreation centre will be required probably located in South Rolleston						HUB Plan for new multi-purpose community facility in south Rolleston (beyond 10 year horizon)	\$6m estimate – timing to be determined

PROPOSED ACTIONS

- 1) Plan for upgrading Mead Hall as EQ prone and requires strengthening work. It is noted this facility’s use has increased in recent times as a result of changes in the rural community and there is no alternative facilities nearby. Mead Hall could be transferred to an alternative entity or key user in the future if it becomes a predominantly single user facility.
- 2) Halkett Community Centre has a low level of use, requires significant maintenance and renewal, generates no funding for Council and is relatively close to the new West Melton Community Centre and therefore not considered as a future network facility in the long term (beyond 10 years). It is proposed that transfer of this facility to an alternative entity or decommissioning is investigated in consultation with the local community.

- 3) Implement transformation of current Rolleston Recreation Centre for alternative uses when new facilities become operational. In the first instance an expression of interest process should be undertaken to enable gaps in space to be filled and this should be focused on community arts (in the broadest sense) and encouraging participation of young people in associated programmes. No significant capital expenditure is proposed for this facility initially as new facilities bed in and future use opportunities become apparent over time apart from repurposing part of the former library space for community use (with the some space continuing to be used for Arts, Culture and Lifelong Learning with a “back end” role for collections and resource purchase and storage).
- 4) At a time when the future place in the network for Rolleston Community Centre is better understood, as an option, consider its potential as a support training facility for a wide range of groups with an arts and performing arts focus to complement community centre uses, Te Ara Ātea and town centre events and activities. Council may consider seismic strengthening to 67% NBS as part of any future capital improvement plans.
- 5) Rolleston Recreation Centre has the potential for a diversity of uses which means the introduction of a mixed-mode delivery approach should be considered which could include leased areas, programmed space and spaces for casual hire.
- 6) Identify key cluster facility providers autonomous to Council, and work more collaboratively with them, consider including those facilities on Council’s electronic booking system where this is feasible.
- 7) Continue to develop and grow the connected facility programming with West Melton Community Centre and Dunsandel Community Centre.
- 8) Target Council investment into community facilities with higher use (i.e. moderate or greater levels of utilisation or where use is increasing).
- 9) Target a diverse range of uses and user arrangements for the new multifunctional civic centre, library and community space in Rolleston Town Centre (Te Ara Ātea), empowering community-led activity in parts of the space to encourage greater activation.
- 10) Undertake further activation of Weedons Community Centre as part of the network cluster.
- 11) Plan for a new community facility to service the south part of Rolleston as it continues to expand. It is likely with projected population growth that additional capacity will be required in around 10 years. It is suggested that Council works with other providers of community facilities (e.g. MoE) as part of planning for this facility and also explores potential site options.

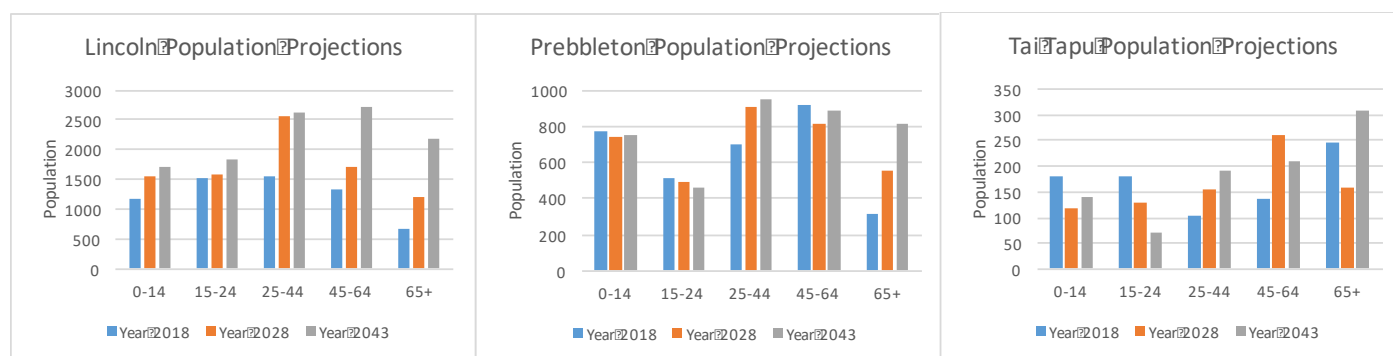


3.7.2 Lincoln Cluster

Pictorial: Lincoln Events Centre x3, Lincoln Library, Lincoln Kidsfest

Key Township Population Projections - Lincoln Cluster

Figure 4. Key Centre Projected Populations - Lincoln Cluster






Continue to monitor the facility provision for both young and old across all areas. Lincoln will have a significant number of young adults associated with the university who will be accessing community facilities and programmers need to be mindful of this. Family based opportunities (i.e. many different age group appealing activities in the one venue) will be an ultimate goal. Populations will age at a faster rate over time so there is a need to ensure provision of health, wellness, social and crafts related participation opportunities in these areas.





Larger numbers of professionals living and working locally will have an impact on evening participation with potential to increase the range of activity offered to adults than in some other areas.




It is noted that a new facility has been developed at Lincoln University named Whare Hākinakina that, although targeted for sports and recreation programmes for students, will also provide for some community access.

Facilities in Lincoln Cluster

Table 4. Lincoln Cluster Facilities

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
EXISTING PROVISION								
Lincoln Events Centre 	KEYSTONE Multi-purpose community & recreation centre with corporate and event space; community meeting place; leisure activities; recreation programmes/classes; indoor sports activities; sports social use	2,821 m ²	Very High >90% Increasing Multi-faceted/ activated	NBS 34-66% EQ Risk 35% initial assessment	Good PQS score 86% Some building issues with HVAC & water tightness Fit for purpose	2010 / 11yrs	KEYSTONE May have increased available capacity for use once new facilities in Rolleston are fully operational. Strong relationship to Tai Tapu and Prebbleton. Potential for increased sports social use.	HVAC system upgrade required and internal refurbishment & maintenance from 2021 - \$1.2 m budgeted Consider strengthening to 67% NBS (cost to be determined)
Lincoln Library 	HUB Library and digital services; community activities/programmes; community knowledge hub; cultural learning; customer services and information	700 m ²	High Use Increasing Multi-faceted/ activated	EQ BC for new building	Very Good Accessibility/fire egress, exterior cladding performance and HVAC issues Mainly fit for purpose	2014 / 6 yrs.	HUB Increasing use coupled with projected population growth means this facility may require additional capacity in the future. Assess once the new Rolleston Library and Community Centre opens to see if this releases any capacity. Forms part of vibrant community space in the township	Building cyclical maintenance and renewal from 2023/24 - \$162k Hevac Renewal – part in 2020/21 (\$48k) and 2026/27 (\$64k)
Tai Tapu Library 	LOCAL Limited Library services and local meeting space This building is not owned by Council and is run by volunteers. Council support for library operations provided via a MoU agreement Heritage listed	99 m ²	Low Use Basic/non-activated	NBS <34% EQ Prone DSA	Good Fit for purpose	1932 / 88yrs	LOCAL Continue to operate on volunteer basis & support Trustees via MoU	Maintenance support as agreed in MoU The building is not owned by Council and any future capital investment including seismic work is not the responsibility of Council

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Tai Tapu Community and Sport Centre 	HUB Multi-purpose community & recreation centre located at Rhodes Park with community meeting place; leisure activities; recreation programmes/classes; sports social use ER function	1,785 m ²	Moderate >50% Increasing Multi-faceted/some activation Areas leased to sports clubs on seasonal basis	NBS 100% EQ BC for new building	Very Good PQS score 90% Defects report notes doors sticking, minor cracks to concrete & roof membrane not fixed correctly Fit for purpose	2019 / 2yrs	HUB Further activation of spaces Focus as sports hub and potential for corporate and event hire to increase	\$145k for cyclical maintenance & renewals
Prebbleton Public Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes Note: this facility is not Council owned but has received financial support previously	495 m ²	High >70% Basic/non-activated	<34% of NBS and EQ prone.	Average Declining Old, dated, EQ prone and inadequate capacity for growing community Not fit for purpose	Built 1880's, extensions in 1914 & 1970s / 140 - 50yrs	This building is not owned by Council and will not form part of the network going forward New facility planned for Prebbleton in 2025/26	No Council investment in this facility
Greenpark Memorial Community Centre 	LOCAL Local community meeting place; leisure activities; supports tennis/netball court use Old hall was demolished and replaced with a new facility on the park in 2016 (2.13 ha land area) ER function	374 m ²	Very low <15% Increasing Basic/non-activated	NBS 100% EQ BC for new build	Good PQS score 74% Building issues with moisture in ceiling cavities & damage to internal linings from poor ventilation Mainly fit for Purpose	2016 / 5yrs	LOCAL/SPECIAL PURPOSE Building has very low use and opportunity for activation options or diversification for special use Operate as an over flow facility from LEC	Cyclical maintenance \$23k
Springston Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes; local school use ER Function	501 m ²	Moderate >50% Decreasing Some key users lost but new uses now emerging Basic/currently non-activated	NBS 67-100% Seismic work in 2018	Good PQS score 87% Has been strengthened and some internal upgrading carried out Defects report noted lack of safety glass & acoustic tiles re-fixing needed Fit for purpose	1907 / 114 yrs.	LOCAL Consider facilitated activation options to increase use School looking to use more frequently Manage as part of LEC local cluster	\$107k for cyclical maintenance & renewals

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Ladbrooks Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes; local school use ER function	428 m ²	Moderate >30% Static Basic/currently non-activated capacity to activate	NBS 67-100% Seismic work in 2018	Average PQS score 80% Has been strengthened and some internal upgrading carried out Few defects from survey Fit for purpose	1914 / 107 yrs.	LOCAL Consider facilitated activation options	\$149k for cyclical maintenance & renewals (including roof)
Prebbleton Cottage 	LOCAL Local community meeting place; leisure activities; support outdoor markets; counselling services	104 m ²	Moderate Basic/non-activated	Not assessed	Good Has been fully restored for use as community space Repainting planned in 2022/23 Fit for purpose	c. 1890 / 131 yrs.	LOCAL Niche venue for small meetings, counselling services and to support markets Potential for limited activation to increase use	\$57k for cyclical maintenance & renewals
Broadfield District Community Centre 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes; sports social use Heritage listed ER function	88 m ²	Moderate >40% Static Basic/non-activated	NBS 34-66% EQ Risk DEE Floor relevelled & re-piled in 2015-16	Good PQS score 83% Fit for purpose	1870 / 151 yrs.	LOCAL Diversification as venue for small classes and programmes Potential additional use when reserve extension and/or proposed croquet area is developed	\$90k for cyclical maintenance & renewals
PROPOSED ADDITIONAL FACILITY PROVISION								
Prebbleton Community Centre - Proposed	NEW New facility planned that will be flexible and can cater for a variety of uses including community groups, meetings, recreation and leisure programmes and is most likely to be located on Prebbleton Reserve.	NA					HUB Feasibility work required to determine final form and function. May have some special purpose elements to reflect demographics. Built (partially or fully) to IL4 standard to serve as future emergency welfare centre	\$5.7m capex for new facility in 2025/26

PROPOSED ACTIONS

- 12) Confirm the recommendations of the Prebbleton Community Facility Needs Assessment and undertake further planning to define the form, function and location of the facility. Consult on the final proposal as part of the 2024-34 LTP.
- 13) The existing Prebbleton Public Hall which is not in Council ownership will not form part of Council's network of community facilities in the future and the committee have indicated it will be closed when the new facility is operational. Council's expectation is that the Association that owns the hall will grant any proceeds from sale of land and/or buildings to the new facility.
- 14) Assess the demand and future capacity requirements for Lincoln Library to meet projected growth and, as part of this, consider the impact of Te Ara Ātea once this is operational.
- 15) Identify key cluster facility providers autonomous to Council, and work more collaboratively with them, consider including those facilities on Council's electronic booking system where this is feasible.
- 16) In situations where facilities are no longer required to meet network objectives consider making them available to an alternative entity/key user or re-purpose for specific activity use. If this does occur ensure systems are put in place to support asset management and governance.
- 17) Further develop sharing of programmes across the cluster based out of keystone facilities.
- 18) In considering activation opportunities also think about the potential for diversification or specialisation of venues where they may be suited to particular uses. Some funding may be required to assist with upgrades/alterations that support diversification of venues.

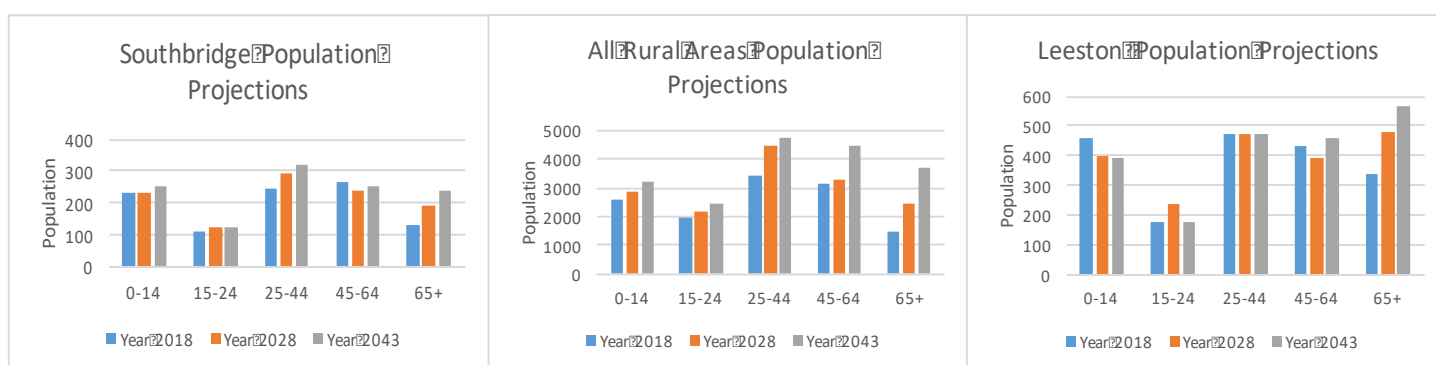


3.7.3 Ellesmere Cluster

Pictorial: Leeston Library and Service Centre, Leeston Proposed Community Centre, Southbridge Elementary, Leeston Picnic in the park

Key Township Population Projections

Figure 5. Projected Population – Ellesmere Cluster






* The projections are not disaggregated at this level so only part of this population will relate to Ellesmere Cluster townships




Age cohorts show these areas as unusual comprising of non-typical population makeup with larger numbers of older residents. Flexible multi-mode provision in a community space that is a hub for both areas is the preferred outcome with a range of spaces for all ages. There needs to be reasonable provision for younger age groups over the next decade, beyond which more focus on opportunities for aged residents warranted.

There is less requirement for teens and aging population predicted. Overall numbers are not high so careful provision of right size provision important.

Facilities in Ellesmere Cluster

Table 5. Ellesmere Facilities

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
EXISTING PROVISION								
Leeston Library & Medical Centre 	HUB Library and digital services; community activities/programmes; community knowledge hub; cultural learning; customer services and information	1,310m ²	Moderate use Increasing Multi-faceted/activated	NBS >34% Medical Centre 30% Library <20% EQ Prone DSA 2019	Average Identified as EQ prone and has significant roof and cladding issues –cost to rectify about \$2.4 m Not fit for purpose	Medical centre 1960s; Library 2000 20-60yrs	DECOMMISSION Planning in progress for a new suite of community facilities to service Leeston including a Library, community and cultural centre and medical centre with ability to expand with additional health support services Demolish existing building when replacement is operational	No further investment apart from basic maintenance
Doyleston Hall 	LOCAL Local community meeting place; leisure activities; sports social use ER function	107 m ²	Moderate >40% Increasing Supports archery activities on Osborne Park Basic/non-activated	NBS 34-66% 55% IL4 DSA EQ Risk	Good PQS score 81% Building added to (storage) and upgraded 2007-08 Defects report noted trip hazard on ramp & rotting barge boards Fit for purpose	1950 / 71 yrs.	LOCAL Local community venue. Facility continues to support recreational use of Osborne Park	\$42k for cyclical maintenance & renewals
Lakeside Memorial Hall 	LOCAL Rebuilt in 2018 Aimed at niche utilisation as wedding and event venue ER function	230 m ²	Moderate >40% Increasing Premium/some activation via LEC	NBS 100% EQ BC for new build	Very Good PQS score 87% Fit for purpose	2018 / 3 yrs.	LOCAL Niche wedding and events facility Caretaker now employed 4 hours per week and currently managed from LEC in the absence of a hub or keystone facility in this location (likely to change when new Leeston facility is built)	\$31k for cyclical maintenance & renewals Minor improvements \$46k (car park , fence viewing platform & irrigation)

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Southbridge Community Hall 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes Heritage listed	548 m ²	Very low <15% Increasing Basic/currently non-activated with some capacity to activate	NBS 34-66% 58% DSA EQ Risk	Good PQS score 77% Windows being replaced and renewal of concrete paths in 2020-21 Mainly fit for Purpose	1929 / 92 yrs.	LOCAL Very low use. Consider facilitated activation options especially in collaboration with new community facility in Leeston when this is built and operational	\$129k for cyclical maintenance & renewals
Killinchy Community Centre 	LOCAL Local community meeting place; leisure activities; sports social use Includes pool facility, playground and tennis courts (0.85 ha land area)	142 m ²	Moderate >40% Static/declining Basic/non-activated	NBS 34-66 EQ Risk Pre-Quake Assessment	Good PQS score 75% Significant defects noted in report including cracks to foundation, poor paint work, deflected beam & poor SW system Fit for purpose	1900 / 121 yrs.	LOCAL Rural community meeting place and venue to support participation in leisure and recreation activities	\$60k for building cyclical maintenance & renewals
Little Rakaia Huts Community Centre 	LOCAL Local community meeting place primarily for Rakaia Huts residents; leisure activities ER function	53 m ²	<20% Low Basic/non-activated	NBS 67-100% EQ Estimate	Good Fit for Purpose	1997 / 24 yrs.	LOCAL It is acknowledged that the local community contributed to the construction of the room and will continue to get free access for community meetings and activities. Consider increasing overall utilisation by allowing some regulated use by campers as a lounge (when not being used by the community) and confirm under MoU with the local community. Manage bookings as part of the reserve/campground.	\$84k for cyclical maintenance and renewals (includes attached ablution block)

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
PROPOSED ADDITIONAL FACILITY PROVISION								
Leeston Proposed Community Facility	NEW Needs assessment identified desire for new multi-purpose, flexible facility. The preferred site was at or adjacent to Leeston Park. With the library needing to be rebuilt this creates an opportunity to develop a combined community centre/library for Leeston that could provide cost efficiencies and provide a community heart for Leeston	900m ² (planned)					HUB (Special Purpose) Plan for a new community facility to service Leeston including a Library, community and cultural centre that is located where it can be a vibrant community hub. The planned building would combine library (arts, culture and lifelong learning services), Council service centre and community recreation and meeting spaces creating a vibrant community hub for Leeston. The mix of uses and spaces needs to reflect both the local and network requirements as well as creating a point of difference. To achieve this a focus on culture and heritage is proposed. This could include a connection to the cultural narrative of the locality especially in terms of the proximity to Te Waihora and Te Taumutu Marae (Te Pā o Moki). Engagement with the Rūnanga would inform the nature and scope of this opportunity.	\$8.64m capex for new facility with build from 2023-25

PROPOSED ACTIONS

- 19) Build a new multi-purpose community facility to service Leeston including a Library, community and cultural centre that is located where it can be a vibrant community hub. Consult with the community on this proposal as part of the planning and design process. As part of the planning, work with Ellesmere College on how facilities can be shared to help meet the overall demand for recreation and community space in Leeston.
- 20) In thinking about the library component for the proposed new facility in Leeston consider an opportunity to look more broadly at the unique cultural and environmental opportunity – further strengthening Leeston as a key visitor destination in Selwyn. This could involve exploring the opportunity for partnership with the Te Taumutu Rūnanga in informing the design and function of the facility and its relationship with Te Taumutu Marae.
- 21) Review, in conjunction with the local community, the activation and utilisation of Lakeside Soldiers Memorial Hall. Manage via Lincoln Event Centre Team until the new hub facility at Leeston is operational.
- 22) Gain support from the local community to enable the Little Rakaia Huts Community Room to have some managed use by campers when not in use by local groups. Confirm agreement for use (both local and camper) under a Memorandum of Understanding with the local community.

- 23) Identify key cluster facility providers autonomous to Council, and work more collaboratively with them, consider including those facilities on Council's electronic booking system where this is feasible.

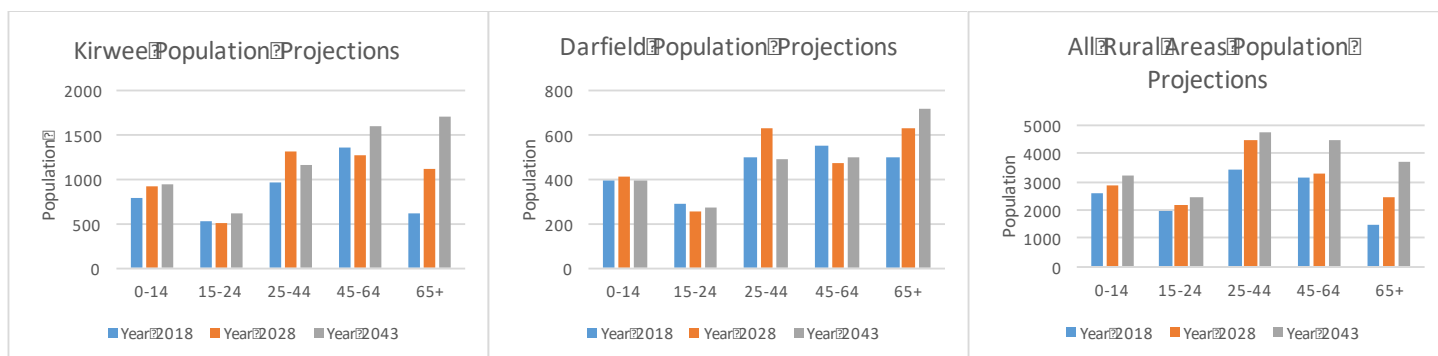


3.7.4 Malvern Cluster

Pictorial: Kirwee Players, Selwyn Community Choir, Darfield Rec and Community Centre, Darfield Library

Key Township Population Projections

Figure 6. Key Centre Projected Population – Malvern Cluster










* The projections are not disaggregated at this level so only part of this population will relate to Darfield/ Kirwee townships




Reasonable growth in younger age cohorts will be seen and therefore a continuation of programme and activity space targeted at children will be a feature of provision. There is less requirement for teens and aging population predicted. Overall numbers are not high so careful provision of right size provision important.

Facilities in Malvern Cluster

Table 6. Malvern Facilities

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
EXISTING PROVISION								
Darfield Library 	HUB Library and digital services; community activities/programmes; community knowledge hub; cultural learning; customer services and information; community meeting space	962 m ²	Moderate use Static Multi-faceted /activated	NBS 67-100% DSA	Good Roof leak repairs carried out in 2019/2020 New Hevac in 2019 Seismic strength – upgrade work completed in 2016/17 Mainly Fit for Purpose Some building performance issues	1976; 1983; 2010 / 10-44yrs	HUB Consider expansion of programmes for skills development aimed at the rural sector	\$550k cyclical maintenance and renewals \$130k Hevac renewal \$17k capex improvements
Darfield Recreation and Community Centre 	HUB Multi-purpose community & recreation centre with: meeting place; stage; recreation programmes/ classes; sports social use ER function	1,129 m ²	Moderate >40% Increasing Multi-faceted/ Some activation Caretaker/ booking staff employed	NBS 67-100% DSA	Average PQS score 81% Interior is tired and dated Few minor defects from condition survey – gutter rusted Recent work to upgrade toilets and kitchen Mainly fit for purpose	1980 / 41 yrs.	KEYSTONE Activation support options being delivered via caretaker and as outreach to other facilities Capacity for additional usage if programmed & further activated Potential future keystone facility for this cluster Potential for redevelopment and consolidation of community facilities (e.g. aquatic facility) to create a community and recreation focal point for Malvern	\$283k for building maintenance & renewals Upgrade entrance - \$92k in 2021
Hororata Hall 	LOCAL Local community meeting place; leisure activities, historical information Play centre space (later addition) Heritage listed ER function	712 m ²	Low <30% Static/declining Basic/non-activated	NBS 34-66% 36% DEE EQ Risk Likely to be EQ prone under new assessment	Good PQS score 70% Cladding repairs after EQ damage Aged and dated building Not fit for purpose	1894 / 127 yrs.	DIVEST/TRANSFER Preferred option is to rebuild a new facility on the reserve subject to community fundraising & community support Possible sale of land and/or hall for alternative use to other entity if it can be funded without Council investment	Basic maintenance only until new facility built No future capital investment from Council in current building

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Glenroy Community Hall 	LOCAL Local community meeting place; leisure activities; worship ER function	165 m ²	Very Low <15% Static Basic/ non-activated	NBS 34-66% EQ Risk Pre-quake assessment	Good PQS score 76% Accessibility for disabled people is an issue & storage Water supply upgraded to reticulated connection Partly fit for purpose	1925 / 96 yrs.	LOCAL (Monitor & Review) Supports local rural community as meeting place and venue for activities. This facility has very low use and its future network requirement will be monitored. Possible future transfer to alternative entity (Trust, Inc.) or, if no interest, consider sale	\$74k for building cyclical maintenance, renewals & upgrades (storage)
Greendale Community Centre (Greendale Hall) 	LOCAL Local community meeting place; leisure activities; school use; supports sports activities ER function	363 m ²	Moderate >30% Increasing Basic/non-activated	NBS 67-100% DSA Seismic work in 2019	Good PQS score 76% Minor defects from condition survey –cracks to exterior cladding Lighting dim Fit for purpose	1936 Pavilion upgrade in 2009 85 & 12 yrs.	LOCAL Rural community meeting place and venue to support participation in leisure and recreation activities and the outdoor sports use of the domain	\$83k for building cyclical maintenance & renewals
Glentunnel Community Centre 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes ER function	467 m ²	Moderate >30% Increasing Basic/ currently non-activated - capacity to activate	NBS 67-100%	Good PQS score 83% Minor defects from condition survey –lights not working Lack of storage capacity addressed in 2021 with new shed Fit for purpose	2007 14 yrs.	LOCAL Offers a more modern facility in this locality that has the potential for additional use Some activation and promotion occurring via caretaker and potential for further facilitated activation options	\$71k for building cyclical maintenance & renewals
Sheffield Hall – (Sheffield Community Centre) 	LOCAL Local community meeting place; leisure activities; recreation programmes ER function	475 m ²	Moderate >30% Static/declining Basic/non-activated	NBS 67-100% Seismic upgrade in 2019	Good PQS score 76% Defect report notes some water ingress, crack in wall & issues with plumbing Refurbished as part of seismic work & kitchen upgraded Fit for purpose	1901 / 120 yrs.	LOCAL (Monitor & Review) Local community meeting place and venue to support participation in leisure and recreation activities Some activation and promotion occurring via caretaker Potential for school use if affordable Monitor use and consider future role in the network - possible transfer to local group in the future	\$95k for building cyclical maintenance & renewals

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
Kimberley Hall 	LOCAL Local community meeting place; commercial lease for dance	129 m ²	Low Basic/non-activated	Not assessed	Average Mainly Fit for current purpose Storage an issue Cladding & roof renewal in 2020	1940 / 80 yrs.	DIVEST/TRANSFER Lease to dance school in short term Not required to meet future network needs. Consider decommissioning or pass to other entity to manage or make available for exclusive activity use under long-term lease agreement (within 10 year planning horizon)	\$20k painting in 2021-22 after that basic maintenance only
Courtenay Hall 	LOCAL Local community meeting place; some use for fitness classes	108 m ²	Very Low Static Basic/non-activated	Not assessed	Good Partly fit for purpose No internal toilets	1956 / 65 yrs.	DIVEST/TRANSFER Continue local use in short term. Not required to meet future network needs. Consider decommissioning or pass to other entity to manage or make available for exclusive activity use under long-term lease agreement (within 10 year planning horizon)	\$20k painting in 2021-22 after that basic maintenance only
Tawera Hall (Springfield) 	LOCAL Local community meeting place; leisure activities; recreation programmes/classes Rifle range (unused)	660 m ²	Low <30% Declining Basic/ currently non-activated Some capacity to activate	NBS 34-66% 35% DSA 2020 EQ Risk	Average PQS score 74% Defect report notes step cracking in block work, crack in concrete pillar, issues with plumbing, rotting boards on gable end, down pipes and flashings need attention Mainly fit for purpose	1954 / 67 yrs.	LOCAL (Monitor & Review) Facility has low and declining use and significant costs on the horizon. Some activation and promotion occurring via caretaker If use of the facility continues to decline its retention in the network needs to be reviewed. If warranted by demand a smaller fit-for-purpose facility could be considered in the future and this may also take account of the Springfield/Sheffield catchment	\$205k for building maintenance & renewals

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
PROPOSED PROVISION								
Hororata Community Centre - Proposed	New facility to replace the aging and damaged hall at Hororata is planned for 2023/24. The facility is being actively promoted by local group 'Go Hororata' who are raising funds to for the project forward.						LOCAL It is planned to build a new purpose-built facility to be located on the reserve. It will provide community space, support recreational and event use of the reserve and create a focal point for the community. The scale and function of the facility needs to consider the proximity of other nearby facilities and the population catchment. Work collaboratively with GO Hororata and the Hororata Trust on the form, function and funding for the facility. Council has confirmed via the LTP a budget of \$3.0 million for this project. It is suggested the future facility is community-led & managed.	\$3.0m capex 2023/24

PROPOSED ACTIONS

- 24) Support the development of the proposed new community facility at Hororata and look to sell the current Hororata Hall and/or land for an alternative use once the new facility is operational. The provision of this new facility needs careful consideration in terms of the effect on existing and nearby facilities in this locality and the scale of the building must, therefore, reflect demonstrated demand. It is important that this building fulfils a gap in provision in terms of its function which could be of a specialist nature (rather than an “empty vessel for hire”). A decision on the funding components for this project needs to be confirmed before any final commitment to proceed. A Memorandum of Understanding will be drafted that sets out how the Council, Go Hororata and the Hororata Trust will collaboratively advance the design construction and funding of the facility. The high level of community input in advocating for this facility and to provide part-funding suggests that it could be suitable for community-led management when operational.
- 25) Where there are older halls with declining use, diminished community value, unfit for purpose, significant cost requirements and alternative venues nearby consider the potential for consolidation to fewer facilities over time with a greater focus on venue quality. Facilities that may be included for review based on current information include: Glenroy Community Hall, Kimberly Hall, Courtenay Hall, Tawera Hall and Sheffield Hall and any decisions will consider the impact of the new Hororata facility on the network. Any future decisions on consolidation will be subject to further assessment and consultation with the affected communities.

- 26) If facilities are no longer suitable as bookable space in the network consider the possibility of re-use for alternative activity under an exclusive use arrangement (e.g. lease or transfer ownership). This may require the buildings to be re-purposed for a special use where ownership is retained by Council.
- 27) Provide greater support and resourcing to achieve better activation and therefore utilisation of remaining facilities.
- 28) Consider expanding library programmes in Darfield and surrounding communities, to better consider the interests and needs of the more rurally isolated communities.
- 29) Identify key cluster facility providers autonomous to Council, and work more collaboratively with them, consider including those facilities on Council's electronic booking system where this is feasible.
- 30) Consider indoor court provision for Darfield as a possible future development. It is acknowledged that there is no suitable facility currently available and some latent demand for this type of facility is evident in the community. Potential to explore provision with Darfield High School or could form part of a future development for Darfield Community and Recreation Centre.
- 31) Plan to provide a future "keystone" facility to service the broader Malvern community through increased activation and redevelopment of the Darfield Recreation and Community Centre. This could potentially include a combined community, recreation and aquatic facility operating in conjunction with the outdoor sports grounds to create a vibrant community space.

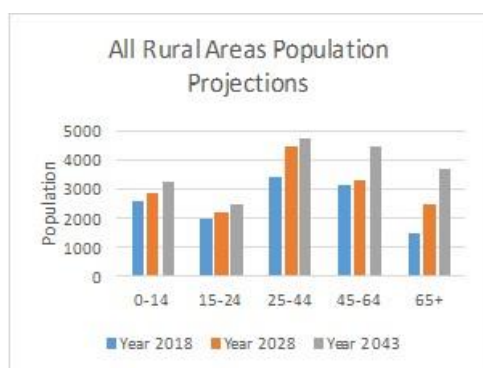


3.7.5 Remote High Country Cluster

Pictorial: Castle Hill Easter Art Weekend, Arthurs Pass Lodge, Castle Hill Creative, Lake Coleridge Poster

Key Township Population Projections




Figure 7. Population Projections - Remote High Country Cluster



* The projections are not disaggregated at this level so only part of this population will relate to remote cluster townships

Facilities in Remote High Country Cluster

Table 7: Remote Cluster Facilities

Facility	Type & Purpose	Size	Usage Level	Seismic Rating	Condition & Performance	Year Built / Age	Strategic Considerations & Direction	10 Yr. Investment Requirements
EXISTING PROVISION								
Arthurs Pass Community Centre 	LOCAL Local community meeting place; leisure activities ER function	94 m ² plus 14m ² shed	Very Low <15% Static Basic/ non-activated	NBS 34-66% EQ Risk Estimate	Good PQS score 74% Some upgrading in 2018 Internal re-lining & insulation needed in lounge, kitchen and library Mainly fit for purpose	1922 / 99 yrs.	LOCAL Continued low use expected as this facility services a very small and geographically remote community. Retain and maintain as a remote facility. Operate under a service level agreement with the Arthurs Pass Community Association (Inc.).	\$25k for building maintenance & renewals \$34k for building improvements in 2022/23
Castle Hill Village Community Centre 	LOCAL Local community meeting place; social functions; leisure activities ER function	130 m ²	Low <30% Increasing Basic/non-activated	NBS 67-100% 85% 2018 DSA	Good PQS score 72% Defects report noted rotting barge boards, broken handrail & re-painting work Lacks capacity for growing community Seismic report recommends extra bracing under floor Partially fit for purpose	2002 / 19 yrs.	LOCAL Community is growing which will see use increase. Capacity being enhanced with planned extension Retain and maintain as a remote facility. Operate under a service level agreement with the Castle Hill Community Association (Inc.).	\$68k for building maintenance & renewals Building extension (planned 2021/22) \$221,000 plus seismic budget
Lake Coleridge Community Hall 	LOCAL Local community meeting place; social functions; leisure activities Heritage listed ER function	185 m ²	Low <25% Increasing Basic/non-activated	NBS 34-66% EQ Risk Estimate	Good PQS score 67% Few defects noted in condition survey report Fit for purpose	1910 / 111 yrs.	LOCAL Continued low use expected as this facility services a small and geographically remote community. Retain and maintain as a remote facility. Operate via a local caretaker.	\$142k for building maintenance & renewals (including roof)

PROPOSED ACTIONS

- 32) Provide greater support and resourcing to achieve better activation and therefore utilisation of these facilities where practicable.
- 33) Develop legal agreements with Arthur's Pass Community Centre Incorporated and Castle Hill Community Association Incorporated to manage facilities in these areas. The agreements will involve operational management responsibilities associated with these facilities. These facilities share the characteristics of: rural isolation, a well-organised, willing and capable community group to operate the facility, limitations with physical layout, design and / or condition, historically low usage and anticipated limitations on usage levels in to the future.
- 34) Provide for building extension to the Castle Hill Village Community Centre to meet capacity needs for the growing community noting that, although overall usage is low (frequency of use), the building is too small to accommodate demand for numbers of people when used for wider community purposes. This proposal supports community resilience and emergency response capabilities and acknowledges that the community is growing with recent subdivision development.

