

Christchurch City Council Community Facilities Network Plan

Prepared for

Christchurch City Council

DRAFT 3



July 2019

Acknowledgements

The authors wish to thank the various community representatives that contributed to the development of this plan, most of whom who did so in a voluntary capacity, and also make special mention of the input received from Christchurch City Council's Community Governance Teams, Community Boards and in particular the members of the Projects Liaison Group who were;

Arapata Reuben	Te Rūnanga o Ngāi Tahu (TRONT) Representative
John Filsell	CCC - Head of Comm. Support, Governance & Partnerships
Paul McKeefry	CCC - Community Facilities Specialist
Sylvia Docherty	CCC - Senior Project Coordinator
Jo Wells	CCC - Community Governance Manager
Paul Cottam	CCC - Principal Advisor Social Policy
Tony Sharpe	CCC - Strategic Property Analyst
Rebecka Lundgren	CCC - Team Leader Planning & Asset Management
Erica Rankin	CCC - Manager Community Libraries
Maria Adamski	CCC - Asset Engineer – Buildings & Heritage
Nikki Wortelboer	CCC - Manager Business Development
Nigel Cox	CCC - Head of Recreation, Sports & Events

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 consultation feedback 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 and David Allan

Contact:

Global Leisure Group Limited
PO Box 2147
Stoke
Nelson
Davea@glg.nz

GST

All dollar amounts in report are GST exclusive.

Table of Contents

1	THE NETWORK PLAN.....	5
2	CURRENT SITUATION REVIEW.....	7
3	PLAN PRINCIPLES	13
3.1	Best Practice Community Facility Design	15
3.2	Best Practice Governance and Management	16
4	FUTURE PROVISION APPROACH	17
5	NETWORK PLAN APPENDICES	23
5.1	Community Board Maps	24
5.2	Plan Terminology	31
5.3	Population	33

List of Tables

Table 1. Asset Data on Christchurch City Council and Community Facilities	8
Table 2. Principles Mapped to CCC Strategic Framework.....	13
Table 3. Recommended Best Practice	15
Table 4. Recommended Network Approach - High Level Goals	22
Table 5. Population Estimates by Community Board 2013-2043 Projected.....	33
Table 6. 2013 Census Population (%) living within the wider 1000m and more immediate 500m walkable catchment of a Community Facility	33
Table 7. 2013 Community Board Deprivation Index	34

List of Figures

Figure 1. CCC Community Facility Population Buffer Zone	12
Figure 2. Diversity of Activity - Across Community Facilities - all types.....	13
Figure 3. CFNP Principles	14
Figure 4. Council Role Determination	17
Figure 5. Transition Process to Community Autonomy	19
Figure 6. Determinants of Decision for CCC Community Facility Projects	19
Figure 7. Community Facilities - Banks Peninsula July 2019	24
Figure 8. Community Facilities - Halswell Hornby Riccarton July 2019	25
Figure 9. Community Facilities - Linwood Centre Heathcote July 2019	26
Figure 10. Community Facilities - Coastal Burwood Board March 2019.....	27
Figure 11. Community Facilities - Fendalton Waimairi Harewood July 2019	28
Figure 12. Community Facilities - Spreydon Cashmere Board July 2019.....	29
Figure 13. Community Facilities - Papanui Innes Board July 2019	30



Christchurch City Council

Community Facilities Network Plan

2019

1 The Network Plan

Executive Summary

Council's role in the provision of community facilities is significant and long standing. The network that exists today is based on the re-purposing of Canterbury's homesteads of the late 1800's and the gradual passing of facilities into Council control in the 1940's and 50's. City and County Councils became more active in providing and building community halls from the late 1960's and although Councils have been consolidated they have been building and re-purposing facilities ever since. Over this period Council has also moved many facilities into community governance and management via lease arrangements.

Today as a result of this commitment there are 74 Council owned community facilities in the portfolio with a capital value of \$77 million including a substantial number of new and replacement facilities provided over the last 9 years.

Recently, Councils focus has turned to hub and shared facilities with the latest examples including the successful provision of the Te Hāpua: Halswell Centre, and Ōrauwhata: Bishopdale Library and Community Centre. Now we are at a crossroads where changed levels of investment will be needed to maintain the status-quo at a time where the way people utilize community space is changing. The network plan considers these changes and supports an approach that increases community participation whilst strengthening the role for Council in delivering a consolidated network of modern flexible community facilities and integrated community hubs.

The Purpose of the Plan

The purpose of the Community Facilities Network Plan (CFNP) is to increase the value of community centres and halls to the communities they serve. Implicit in this purpose is the aim of increasing utilisation and the breadth of activities that can happen in these facilities. This means an increase in the range and flexibility of spaces within and around Community Facilities and the number and nature of activities that happen within those spaces (referred to as vibrancy). The CFNP also aims to inform Council and Community Board decision making over the ongoing provision of community facilities.

The scope includes all Council owned or managed halls, heritage buildings (used as community centres), community centres and cottages, and leased facilities for volunteer libraries. Privately owned facilities active in providing community activity provide a context for the overall provision on a ward and community board geographical basis. The most active facilities Council and privately owned are mapped within the Network Plan alongside Community Libraries and significant sport and recreation hub sites. The plan covers the further development and operation of the Council network and includes options for the devolution to the community of some facilities and provides for disposal of some assets if assessed as surplus to requirements. Both the latter options would be case by case using a needs analysis and feasibility approach.

What constitutes Community Space/Facilities is changing, from the traditional community hall utilised for small group meetings to 'any area (inside/outside, public/private) that is available for community use'. Community Facilities now include café's¹, markets, schools and businesses premises outside of operating hours. The spaces are more than the actual buildings, creating connections within the space/s and to the areas and amenities surrounding them. In the new community spaces people come together for a common reason/ cause (to be together, to do things together and alone, to be around excitement), creating a sense of community through social engagement, having a sense of ownership, and shared experiences. Coffee, commerce and activity go hand-in-hand with new community spaces, and ownership is far less important than how welcoming and inclusive the space/facility is.

¹ 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>

As a result of this change Council should ensure its focus is on activation to generate participation and social engagement by residents, supporting quality and highly activated provision to meet strategic goals and provide best value.

The Strengthening Communities Strategy (2007) introduced the concept of a Community Facilities Network Plan (CFNP) to provide a framework to inform Council's provision of community facilities and cope with changes in what constitutes community space.

Analysis of current provision shows:

- The majority of community facility activity happening in the city is delivered by the community, not by Council. This is the same for Banks Peninsula although instead of Church delivery we have local community operation of Council owned facilities. Council owned and managed facilities only make up 13% of the city's community facility delivery
- No provider is particularly strong in providing for drop-ins, bumping² and social services - Council Libraries are strongest in this area
- Church owned and managed facilities deliver the most programmes, have the greatest amount of drop-in and social service provision (which is still low), while also receiving bookings
- Council owned and managed facilities appear to function primarily as vessels-for-hire, catering for formal structured bookings based activities, with Council owned and community managed facilities being similar with a higher proportion of events.
- Community owned and managed facilities cater for the broadest range of activities, with use being relatively evenly balanced across several activity types.
- Those facilities with people actively organising programmes, events and activities have the greatest range of provision happening in facilities.

In summary,

The current network is comprehensive if you consider the total provision, both Council and Community owned facilities. Detailed analysis of the whole network found:

- The infrastructure and assets are aging and many of the older facilities are expensive to maintain or not maintained in a fit-for-purpose state, including those under lease agreement.
- Each situation is unique and the socio-demographics of each area vary widely meaning that there is no one solution that will work across all communities in the City.
- City-wide, there are no obvious major gaps in physical provision of facilities, gaps occur when we consider the range of activities and the type of provision. Level of service indicators focused on utilisation are not an accurate depiction of the vibrancy of community space.
- The strength of community commitment, capacity and capability varies across the City and needs to be taken into account through case by case needs analysis and feasibility to inform decision-making.
- Key information deficits exist regarding Council owned Community Facilities and these gaps need to be filled to enable a coordinated and well-founded investment by Council in transforming the current network into one that is fit for purpose to meet changing demands.
- Improvement of Council asset management is on-going and more work is needed to clarify the state and projected longevity of assets in the Council owned network.
- Even if the goal is to pass some of this infrastructure into community operation and ownership where the community is active and capable, there would need to be updating work to ensure assets were sufficiently fit for purpose.

The Community Facilities Network Plan (CFNP) provides strategic guidance to the Council, Community Boards and Council staff, residents, community organisations, funders and a range of agencies in the community, service, health and welfare sectors on achieving a balanced and improved future provision and management of community facilities. The preferred approach outlines a 'community-up' and

² <https://www.nurturedevelopment.org/blog/creating-bumping-spaces-where-anything-is-possible/>

'community-led' approach to how community facilities are conceived, planned, delivered, owned, operated and managed; essentially where communities are significantly empowered. Council leased and community owned facilities operate this way and this fulfils many of the objectives within Councils own 2018 Strategic Framework especially '*strong community with active participation in civic life*'; *the overarching principle of partnership and supporting principles of collaboration, agility and trust.*

Network Plan recommendations

Recommendations

1. That Council continue to maintain the 74 community facilities in the portfolio while it continues to transform the network into a needs driven and fit-for-purpose configuration. Noting that decisions on changes to levels of service for community facilities will be made by Council and Community Boards through a formal decision making process.
2. That Council in 2020 complete an assessment of each Council owned asset regarding its fitness for purpose and capital works requirements and consider adjusting budget levels in the LTP 2021-31 to meet the related funding requirements.
3. That Council continue a city-wide needs assessment that will inform the CFNP and any future localised feasibility studies for a new facility or redevelopment of an existing Community Facility, the timing being determined by Community Board priorities.
4. That Council utilise the CFNP proposed best practice approach to (over time) transition and transform its network by:
 - a. Focusing investment in small number of community hubs (existing and new) of significant size co-located with other Council facilities such as libraries
 - b. Devolving operation of other Council owned community facilities to community organisations with continued Council investment in its asset, with in some cases transfer asset ownership to these organisations when assessed as financially feasible
 - c. Decommissioning and disposing of surplus Council owned community facilities.
5. Council should prioritise support for community led provision of community facilities – taking a lead only when developing a hub facility or where no other community-based solution is available to meet an evident need.
6. Council continue to fund on a project and term basis community-led initiatives based around Community Facilities that are gaining momentum and increasing community activation on the basis of need.

Other Opportunities for improvement

7. That Council in 2021 engage with other large cities in New Zealand to complete a benchmarking exercise for community facilities using a small number of asset and utilisation key performance indicators
8. That Council in 2020 facilitate and license wider community organisation use of the centralised Community Facility booking system (if feasible) and that utilisation data be regularly shared across users of the system.
9. That Council continue to build capability of community organisations through a process of supporting initiatives and education increasing the capability for community-led delivery, management, operation and in appropriate cases ownership of current Council owned community facilities.
10. Continue to map the provision of community facilities especially community-led delivery.

2 Current Situation Review

Good coverage of Community Facilities across the network if all provision is included

If we consider the full spectrum of delivery of Community Facilities and sport, recreation, arts and cultural space there are few major omissions and a plethora of provision spread reasonably evenly throughout the network. To achieve this full coverage we must take account of the work of the Churches and other

community organisations. The primary area where work is needed includes the indicated increased need for a multi-cultural centre in the city to act as a hub for cultural, migrant and refugee integration and the need to increase the accessibility and vibrancy of spaces through more localised control and locally led initiatives. Into the future there will also be a need to consider the very recent significant population increases South West and North of the city.

Assets are aging

The overall picture of Council Community Facility assets is summarised as follows:

- An average age of 50 years (despite earthquake rebuilds and new builds)
- The economic life for Community Facilities has been assessed at 70-80 years (CCC 2018 Community Facilities AMP)
- Historical under investment by Council in Renewals and Replacement of community facilities before the earthquake events is indicated by the high average age of facilities (50 years) compared to the economic life (70-80 years)
- Almost 1 in 3 (20/74) facilities have already reached the end of their economic life (70 years or older), with three facilities over 100 years old as highlighted in the list below.
- Almost 1 in 3 (29%) are under 40 years of age and the majority of these are post-earthquake new builds and repairs.
- By 2039 half Council's Community facility assets will have reached the end of their economic life.
- An average condition rating of 2.7. The Scale is 1= Very Good, 5 = Very poor and 3 = Fair (the asset is serviceable but some work required). This average rating appears more positive than it actually is because it includes the recent \$46M investment in new or substantially repaired facilities.

Table 1. Asset Data on Christchurch City Council and Community Facilities

Community Board & Ward Area	No. of CCC Owned Fac's	No. of Com Owned Fac's	Total No. of Com Fac's	Average Floor Area per CB /Ward (approx. m ²)	Av. Cond.	Av. Age.	Average Board Population per facility (based on 2018 Ward Estimates)
				Council owned facilities			
Banks Peninsula	19	7	26	202*	2.6	56	335
Linwood Central Heathcote	18	4	22	244	2.4	43	3,536
Central	2			154	3.1	63	
Heathcote	9			220*	1.7*	14	
Linwood	7			400	2.7	52	
Hornby Halswell Riccarton	10	13	23	384	2.8	43	3,465
Hornby	4			393	2.9	55	
Riccarton	3			415*	5*	63*	
Halswell	2			766	2	8	
Coastal Burwood	8	12	20	634	2	27	2,615
Coastal	5			601*	2.6	33	
Burwood	3			667*	2.6	29	
Fendalton Waimairi Harewood	5	9	14	388	2.5	54	5,114
Harewood	3			151*	2.5*	39*	
Fendalton	2			616	2.25	67	
Waimairi	0						
Papanui Innes	6	9	15	328*	1.5	37	3,320
Innes	6			328*	1.5	37	3,320
Papanui	0						
Spreydon Cashmere	8	13	21	293	3.3	69	2,319
Cashmere	5			227*	2.5	62	
Spreydon	3			360*	3.8	74	
TOTAL/AVERAGE	74	67	141	353	2.7	50	2,755

Current Funding of Council Community Facilities and Voluntary Libraries

The high level analysis of expenditure in the FY18 budget for Council owned Community Centres and Voluntary Libraries indicates:

- The budgeted Maintenance per facility was \$7,630 per annum or 0.64% of the current capital value (\$496,000 in total across the 74 facilities in the network) and continues the requirement for the ongoing deferment of programmed maintenance works such as painting
- Under investment in maintenance is evident , particularly with an ageing asset stock that usually require more maintenance (1 in 3 facilities have reached the end of their economic life)
- The budgeted Renewals and Replacement per facility was only \$6,430 per annum or 0.54% of the current capital value (\$418,000 in total).
- Depreciation of \$1.39 million on the \$77 million asset value equates to 1.8% per annum using the standard accounting approach of a 50-year asset life (2% of capital value per annum) and is low for this ageing stock of assets
- No operational investment in on-site staffing to optimise the Community Facility assets and improve their value to their communities through activation

Council Owned Community Facilities & Voluntary Libraries	2018 Budget	Average per facility
Revenue	\$634,105	\$9,755
Operating Cost (excluding depreciation)	\$2,565,319	\$39,466
Net Operating Cost to Council	\$2,155,223	\$33,157

The above points drive a new approach with an emphasis on:

- Selective devolution, divestment or disposal of some assets within the Council network to reduce R&M and R&R to enable Council to reallocate community facility funding to pursue quality fit-for-purpose provision ahead of quantity
- Targeted investment in developing, and appropriately staffing, a smaller number of Council owned integrated and activated community hubs e.g. Te Hāpua Halswell Community Centre
- Harnessing current and future community investment in integrated provision of community facilities, particularly unlocking non-council funding to deliver wellbeing outcomes through partnership arrangements
- Stewardship approach is embedded into investment decisions for R&M and R&R

More Investment required initially

To properly manage the existing portfolio Council facilities requires greater investment by Council in the short term on deferred repairs and maintenance and increased operational funds. Much of the asset information (see appendix 1) describes a situation of incomplete data but it does indicate deferred maintenance and performance monitoring coupled with many cases of under-utilisation (and related low revenues). In order to propose a solution to move on from this state there needs to be further investigation and analysis and full consideration of research and best practice in the sector.

No one right solution

The literature reviewed reveals there is no one right solution for provision of Community Facilities for all communities. Many of the spaces within the existing facilities have been altered or adjusted in some way for past uses/users and many are no longer relevant. Much of the literature speaks about ways to increase the sustainability of Community Facilities with different governance and management approaches and about increasing the level of community engagement and greater community autonomy as a key to unlocking further activation and utilisation.

Trends toward hubs and focal points

Worldwide trends tell us Community Facilities will be focal points in the community and will become known as neighbourhood and communal gathering places of flexible spaces that allow people to work/play/be/meet together in groups or work/play/be alone but connected to others outside of their homes. They will facilitate enquiry, self-reflection, social interaction, formal and informal activity.

A trend is to hub significant facilities as part of community focal points. Where this does not happen to localise ownership, control and management by Community Trusts and Incorporations if possible. Council has a major role to play in this to set community trusts and incorporations (representative of collectives of groups in the community) on a path toward sustainability. Community governance structures are non-hierarchical, self-reliant, target a range of funding streams and build strategic partnerships. If they seek to manage assets they will need to be collaborative and partner with others. Often their lower cost structures and 'reach' enable services to be delivered with cost savings and economies.

Increasing the level of community-led provision

The network plan supports a focus on increasing community-led approaches to how facilities are owned, managed and what they deliver. Council should encourage and lead this process by prioritising the support of community-led provision, taking a lead only when developing a hub facility or no other community based solution is available. There are many resources available to community organisations that if co-ordinated appropriately will lead to vibrant, community oriented sustainable provision. This local focus on neighbourhood relevance of activity will ensure the continued survival of community facilities, particularly if supported by a Council willing to fully engage in enabling community-initiated processes.

Ongoing change needs to continue to ensure the long-term sustainability of community facility provision. This change signals increased Council focus on its larger Community Hub provision and to assist as an enabler and funder of neighbourhood community facilities passed into those Trusts and organisations who have proven capable of managing facilities well. It is driven by:

- Increasing capability and interest from Community Organisations to in some cases own facilities so as to have unencumbered management and operational control, with or without the involvement of Council
- Council operated facilities via booking systems, without staff employed to activate spaces has led to one dimensional provision from Council with facilities mainly as vessels for hire
- An increasing portfolio of community facilities maintained by Council is unsustainable in the longer term
- Recognition of the availability of Capital and Operational funding to community Trusts especially if they represent clusters and umbrellas of community groups and a wide range of community purposes
- Recognition of the trend toward community space being less about purpose built meeting rooms and more about multi-use transient (gap filler type space) and adaptable spaces (able to be re-configured every few years for different uses and different groups/trends/events and installations)
- The advent of social enterprise and the overlapping of sectors as contributors to community-led-organisations leading to an increased array of financial options to pay for facilities
- Increased willingness of funder agencies to support local initiatives with funds in areas such as housing, welfare, community, sport and recreation programming, health and education
- Significantly lower utilisation and participation levels in community meeting and vessel-for-hire spaces than would be desirable

None of these factors on their own would be regarded as sufficient to herald a major change in delivery focus. Taken together they signal the need to continue to re-evaluate the network and to consider ongoing change in the way the ownership, operation and management of Community Facilities is viewed, over time. Councils role increasingly becomes one of steward, enabler and where appropriate for a period of time funder/investor.

Insights from demographics

The map (Figure 1) on page 12 shows the spatial distribution of identified community facilities (including community owned). It also shows the walkable catchment for each facility (0.5 km immediate and 1.0 km wider). The longer established areas generally have more provision as many of these facilities pre-date television and were a key social venue when they were constructed. Figure 1, (lower table) tells us there is variability in the number of facilities per resident for each Community Board. An analysis of Deprivation tells us there are also variances in the socio-economic status of residents in different Ward areas of the city. All these factors require that actual decisions about delivery in a particular neighbourhood need to be made with a full understanding of need via a more focused feasibility process than is possible from the High Level Plan.

Increasing neighbourhood and ward focus

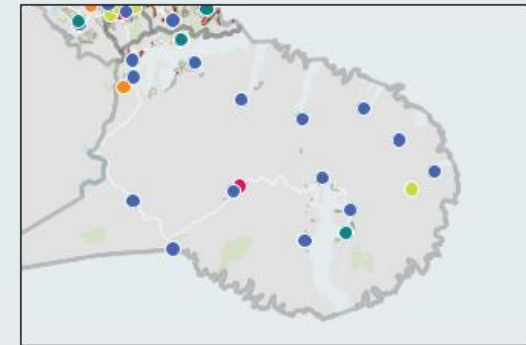
The totality of Community Facility provision is more complex to describe than for example the provision of playgrounds. There is the neighbourhood in which they sit (each and every-one is different from the others), For example: the way they are managed sometimes by Council, sometimes by local Trusts, sometimes by Churches and other organisations; the proximity of relevant facilities close by across the Community Board boundaries; and, the particular characteristics of the population in the area (age structure and composition, socio-economics and ethnic make-up and you have a complex picture of provision amongst a backdrop of often very different local conditions.

This complexity is depicted through a series of spatial maps and classification legends. The spatial maps Appendix 1, Figures 7-13 are given for each of the 7 Community Boards. For each identified community facility³, each map provides a key and is able to demonstrate:

- **From the Colour of the Circles:** How facilities are owned and operated
- **From additional information:** What other facilities are in the area (library, school, recreation and sport facilities)
- **From adjoining Board areas:** What the overlap is into the area (the 0.5-1.0 km walkable catchment)
- **From the accompanying tables set into each map:** Who owns what type of facility

³ Identified facilities are any Community Facility (non-school) that has at least three community oriented activities occurring in it. Churches with no community activity and schools will show up on the map but as xyz coloured dots

Community Board	Total number of facilities located in board	% board's population within 1000m of at least one facility (regardless of which board facility is located in)	% board's population within 500m of at least one facility (regardless of which board facility is located in)
Banks Peninsula	26	50	29
Coastal-Burwood	20	79	39
Fendalton-Waimairi-Harewood	14	69	25
Halswell-Hornby-Riccarton	23	72	35
Linwood-Central-Heathcote	22	75	30
Papanui-Innes	15	69	28
Spreydon-Cashmere	21	93	54
Christchurch City	141	75	34



Banks Peninsula

Community Board	Total number of facilities located in board	Board population estimates / projections		
		June 2018 Ward Population Estimates	2043 projected population	Average board population per facility (based on 2018 estimate)
Banks Peninsula	26	8,710	9,250	335
Coastal-Burwood	20	52,300	56,900	2,615
Fendalton-Waimairi-Harewood	14	71,600	77,700	5,114
Halswell-Hornby-Riccarton	23	79,700	102,100	3,465
Linwood-Central-Heathcote	22	77,800	83,000	3,536
Papanui-Innes	15	49,800	57,300	3,320
Spreydon-Cashmere	21	48,700	50,500	2,319
Christchurch City	141	388,500	436,800	2,755

0 1 km

Council Community Facilities Buffers | July 2019

- CSG & P Unit Owned & Managed
- CSG & P Unit Owned & Community Leased/Managed
- Community Owned-Trust
- Community Owned & Managed
- Church Owned
- 500m Buffer
- 1km Buffer
- Residential Red Zone
- Residential Area

Increasing activation

Figure 2. Diversity of Activity - Across Community Facilities - all types



The word map reflects the diversity of activity offerings at Community Facilities both Council, and non-council. The size of the word provides an insight into what purposes the community use these spaces for. Some of the provision is booked space, some is tutor and meeting driven but much of the activity listed requires an activator, programmer to organise it so that it happens. This latter provision occurs in mainly Church and Community Trust driven. Some occurs in Council owned spaces leased to others. There are no Community Programme co-ordinators based in Council Community Facilities.

- Community, and particularly Churches (79% of Community ownership) are much more significant providers of community facilities/activities than previously perceived, owning 43% of the City's community facilities
- Church owned and managed facilities deliver the most programmes, have the greatest amount of drop in and social service provision (which is still low), while also receiving bookings
- Community owned and managed facilities appear to cater for the broadest range of activities, with use being relatively evenly balanced across several activity types.
- Those facilities with people actively organising programmes, events and activities have the greatest range of provision happening in facilities.
- Council owned and managed facilities only make up 18% of the city's community facility delivery

3 Plan Principles

The planning principles Figure 3 below provide guidance on optimising the current network and repurposing over time of the facilities within the network to better reflect the foreseeable needs of the community.

Integrated inclusive hubs (strategic and local) preferred over co-location of independent facilities at one site (e.g. with libraries, schools, churches). CFNP principles are in good alignment with many of Councils Strategic Framework 2018 principles as follows:

Table 2. Principles Mapped to CCC Strategic Framework

Overarching Principle	Supporting Principles	Strong Communities	Liveable City
Partnership – Our people are our taonga – to be treasured and encouraged. By working together we can create a city that uses their skill and talent, where we can all participate, and be valued.	Accountability Affordability, Agility, Equity, Innovation, Collaboration, Prudent Financial Management, Stewardship, Wellbeing and resilience, Trust	Strong sense of community Active participation in civic life Safe and healthy communities Celebrating identity through arts, culture, heritage and sport Valuing the voices of children and young people	Vibrant and thriving suburbs and rural centres Well connected and accessible city
CFNP Principles Partnership 1,2,5 Governance 11	CFNP Principles Partnership 3 Sustainable 15,17,18 Design 21 Governance 9,10 Community 8 Activation 14	CFNP Principles Community 6,7 Activation 13 Partnership 4	CFNP Principles Activation 12 Sustainability 16

Figure 3. CFNP Principles

Christchurch City Council – Community Facilities Network Plan PRINCIPLES

PARTNERSHIP:

COLLABORATION,
COMMITMENT, GOOD FAITH,
COMMON UNDERSTANDING
STEWARDSHIP

COMMUNITY:

COMMUNITY LED,
COMMUNICATION, WORKING
TOGETHER, NEEDS BASED

GOVERNANCE:

COLLECTIVE, FEXIBLE, SKILLS
BASED, EFFECTIVE

ACTIVATION:

COMMUNITY FOCUSED,
INNOVATIVE PROGRAMMING,
PRO-ACTIVE MANAGEMENT

SUSTAINABILITY:

VIABILITY, OPTIMISATION, BEST
PRACTICE

DESIGN:

SUSTAINABLE, FLEXIBLE,
RESPONSIVE, SHARED

1. A commitment to working together Council/Community to achieve common goals, recognising and maximising each partner's respective strengths
2. Actions in good faith will deliver the best outcomes for the collective group and wider community
3. Collaboration and teamwork to achieve the objectives of the project
4. Re-purposing assets toward Community Control where this can be supported
5. Iwi engagement will be conducted at all times in a manner which is respectful and meets Maori cultural protocols
6. Community-led development means working together to create and achieve locally owned and community led visions and goals, increased Community Board decision making.
7. Communication will be open and honest with communication channels kept open to ensure informed decision making
8. Community up means listening to and considering design, management and use aspiration of the community and acting on these
9. Enabling community governance and supporting community facility ownership with capital and operational funding where appropriate and/or possible
10. Enabling a flexible and adaptive approach to governance that can respond to a changing environment
11. A balance between the need for a skills-based board without compromising representation of the collective of user groups
12. Activities and programmes are developed, considering the needs and aspirations of the local community to activate not just hire spaces
13. Incentivising community led community facility provision.
14. A commitment as stewards of supporting 'community-up' innovation regarding programming and management to create vibrant spaces
15. Supporting financial security of devolved Community Facilities by offering Community Board and Council contestable funds beside the diversity of other revenue streams
16. Council continue to focus its own Community Facility delivery into Hubs
17. Council to quantify, audit and track its financial management of its own Community Facilities
18. The collective group will actively co-operate in seeking solutions to maximise and sustain revenue, minimise duplication, waste, environmental impact, under-utilisation and inefficiency. Where these attempts fail facilities are able to be deemed surplus, with appropriate action then possible
19. The development of a new space or place will be in response to an identified need that cannot be met by existing provision
20. The urge to jump to a 'built solution' before all the issues and objectives are understood and the community is involved, will be resisted
21. The focus will be on community-led and sustainable, shared, multi-functional solutions, ensuring flexibility of use for spaces and places
22. Focus on taking time to ensure community-led design is stepped process involving community in all phases and throughout the design process

3.1 Best Practice Community Facility Design

It's important that Community Facilities are a reflection of best practice principles in the sector.

Table 3. Recommended Best Practice

Network Configuration	Plan Recommends
<p>An enhancement to the existing community space/facility network that they are a part of</p> <ul style="list-style-type: none"> • Important to map delivery across the whole network, regardless of ownership (even if it is localised in an area) to avoid over supply and duplication. 	<p>Utilise the Spatial Maps Appendix 1, Figures 4-10 to understand the overlap of facilities and where the facilities concentrations are. Utilise local knowledge and understanding to define focal points, to cluster Council Hub Facilities and to determine areas where there are gaps spatially. Utilise the Figure 1 Population Buffer Zone Maps to work out if a facility build/enhancement will increase the Average Population per facility without there being overlapping provision and/or % Population within 500m-1000m of a community facility</p>
<p>Striving for diversity in programming mix across communities to ensure equity in delivery (communities of interest, local community programmes, sectors, activity types - sport, arts, hobbies, cultural etc).</p>	<p>Continue the process of supporting Community Facilities being actively managed by empowering Community Groups/Trusts/Incorporations to drive activity from the site. New provision to be based on a feasibility/gap analysis, which considers under-utilisation of existing facilities</p>
<p>Design process informed by the community and approved by the Community Board</p> <ul style="list-style-type: none"> • Those with a history of involvement in their community know what works, there is no standardised solution, only designs that are practical and community driven 	<p>Institute a system where community-informed designs are shared across Christchurch and Banks Peninsula. Help facilitate learning across community via seminars, tours and workshops. Delegate the design decision making authority to Community Boards for non-hub projects</p>
<p>Reflective of their local community and the cultures within it both visually and operationally</p> <ul style="list-style-type: none"> • The people using the space/facility should be a representative 'melting pot' of the surrounding community at large. Taking into account the socio-demographics • The community should have pride in their space, and experience a good feeling from being there 	<p>Support a dialogue of inclusiveness across communities with any public funding of Community Facilities requiring inclusiveness demonstrated by the applicant.</p> <p>Work with community collectives to support leadership and governance that is inclusive and removes barriers based on socio-economic status, religious beliefs, ethnicity, age, gender, sexual orientation and celebrates the unique mix of these for that particular community.</p>
<p>Social & Private spaces</p> <ul style="list-style-type: none"> • Ideally with comfortable seating, good heating and kitchen/catering facilities. • It is important people have the option to be in groups and be social, as well as being on their own 	<p>Use best practice principles of design to encourage provision and enhance spaces for both social and private use in and around public spaces. Encourage spaces to operate both ways at times, or for there to be options for people in spaces most of the time, rather than one mode spaces dominating provision.</p>
<p>'Safe, Welcoming & Inclusive' Places</p> <ul style="list-style-type: none"> • Both in terms of physical design features and customer service – not work, not home, the 'home away from home' place in between. • They need to have a good image, be perceived as safe, clean and give choices of where to sit/be in the space. 	<p>Make sure entry is welcoming...spaces to hang and bump are obvious from the entry point, reception is not set to police a space but rather to aid in facilitating access. Ensure there are casual spaces in the building either via a café or chairs and reading racks viewing areas.</p>
<p>Community 'Hub and Focal Points' that are well connected to surrounding spaces and amenities</p> <p>They should be a one stop place for a range of daily community functions and interactions</p>	<p>In all cases look for synergies where a Community Facility can co-locate with meaningful partners in sport, recreation, welfare, housing, health, youth, sites of history, social, spiritual, commercial, entertainment and education spaces</p>
<p>Located 'where the people already are'</p> <p>It's important to be located in natural congregating areas, and to not expect people to go out of their way to use a facility/space</p>	<p>In all cases look to locate or enhance Community Facilities where there is foot traffic</p>
<p>Accessible to get to, see, use, move around and within - for all</p> <ul style="list-style-type: none"> • You can see the place from a distance • Its interior is visible from the outside • Adjacent buildings face/connect to it (people in them have a reason to use it) • It is easy to get to (car, bus, bike, walk,) nexus points 	<p>In all cases integrate the Community Facility with its surroundings. Demystify what happens in the interior with visual links and cues. Ensure barrier free access.</p> <p>Through feasibility determine a neighbourhood of users and differentiating factors that make the space relevant across Christchurch and/or Banks Peninsula</p>
<p>Designed for flexibility and adaptability, being fit for purpose for a broad range of community users</p>	<p>Meet the dual challenges of having some parts of the space for clearly defined purposes and some parts of the space able to be re-configured easily to meet new demands. (Indoors and Outdoors)</p>

3.2 Best Practice Governance and Management

It's important that Community Facilities are reflect best practice principles in the sector.

Ownership, Operation & Management	Christchurch Network Commentary
<p>Open to different ownership models</p> <ul style="list-style-type: none"> Churches, schools, marae and even commercial café's and fitness centre's for example are all providers of Community Space and Facilities to varying degrees – there are an increasing number of public/private partnerships to create cost effective provision of community space and facilities. Security of long-term community use is a key consideration. 	<p>Support independent ownership of Community Facilities to make it more sustainable and as a normal part of Council business. Support community initiatives that will enhance or add value to the network.</p> <p>Where this is not possible provide long term lease tenure in lieu of ownership so community groups can invest in Council owned facilities.</p>
<p>Reflective of their local community and the cultures within it both visually and operationally</p> <ul style="list-style-type: none"> Adapt operation models that are appropriate for the local community 	<p>Work together to adopt governance practice that aims to bring the right expertise into the governance structure. Avoid governance models that focus entirely on representation as this does not ensure capability around the board table.</p>
<p>Established with all appropriate operational, managerial and governance aspects in place prior to opening (staff, resources, equipment, governance, information management and booking systems)</p> <ul style="list-style-type: none"> Region wide booking systems encourage efficient utilisation of space across the network, and aid in increasing awareness of local resources 	<p>Place a priority on Community-led organisations demonstrating sustainability and capability as a precursor to funding partnership projects or enabling these groups to lease Council Community Facilities. Share Councils booking system with capable Community Groups enabling them to control and activate the systems in different geographical areas</p>
<p>Activated</p> <ul style="list-style-type: none"> Through programmes, festivals and events to foster vibrancy and shared ownership. Ideally delivered by a community partnership, public/private partnership as opposed to traditional owner operator models. Programmes of interest are promoted across cultures 	<p>Institute a system where community-led programme/event/installation and projects are shared across Christchurch and Banks Peninsula. Help facilitate seminars, tours and workshops so organisations can learn from each other.</p> <p>Continue as a Council to fund activation initiatives. Continue to call on a range of Council staff in as experts in this to share knowledge out to the Community-led initiatives where appropriate</p>
<p>Affordable</p> <p>Programmes and activities need to be priced to enable all community members the opportunity to utilise them</p>	<p>Apart from Hub Facilities. Where appropriate allow the network to self-regulate and localise charging and fee structures</p>
<p>Well equipped to cater for a broad range of activities</p>	<p>Continue as a Council to fund support minor capital works, Opex and plant when a direct programme outcome is identified</p>
<p>Supportive of the Principles of Partnership</p> <p>Partnership models that encourage community delivery of the space (wide interpretation of who the partners are)</p>	<p>Continue to support Community Boards and Council staff who work closely with Community-led initiatives to make decisions and allocate funding support and other resources</p>

4 Future Provision Approach

The Community Facilities Network Plan provides the context for implementing change at the network and neighbourhood level.

Councils Role

There are five potential roles for Council on a continuum. At one end of the continuum is the familiar role of *Direct Provider*. But this does not imply activation of the facility beyond a vessel-for-hire booking system approach. At the other end of the continuum is *Council as Investor/Funder*, still maintaining an involvement with the Community Facility by agreement after having divested the facility into a community organisation.

Along the continuum the Council role changes from one of *Supporter* (by agreement) of groups using the Council run facility to *Encourager* of a move to other approaches including agreements and leases to *Enabler* of a community organisation to move toward community ownership.

Figure 4. Council Role Determination

DIRECT PROVIDER	SUPPORTER	ENCOURAGER	ENABLER	INVESTOR / FUNDER
Manager Administrator and Operator of the Facility (Potential for service contracts with Library, Community Organisations)	Community Group as partner by agreement Council Manage Asset, Community operate and activate	Community Group as partner, as for Supporter, but encouragement from Council to move to a lease agreement	Council as lease holder with further and almost full autonomy to Community Organisation	Ownership rests with organisation who will seek funding support from Council on a project by project basis. Council will at its discretion invest in the project from time to time and as appropriate
Example Facility: Te Hāpua: Halswell Centre Council runs this hub facility. There is potential for the libraries to activate community part of the facility or for the Halswell Community Hub to be given the keys	Example Facility: Avis Hill Arts and Crafts Centre Groups are tenants of Council owned and operated facility. Specific groups, in targeted spaces (long stay)	Example Facility: Heathcote Valley Community Centre Group aspirations to manage and coherency as a community with the facility as focal point	Example Facility: Risingholme Community Centre They move back into the upgraded facilities where they have a newly provided lease	Example Facility: Mt Pleasant Community Centre Ownership and full control rests with the community and Residents Association

Facility Activation – The Value Proposition

It is important in the implementation phase of the CFNP to ask the question, “what will lead to the highest activation of the facilities?” By this we mean not just levels of use, ‘utilisation’, but also the mode and types of use to meet wider community needs for bumping space, for learning space and social spaces. The lowest form of activation is to make the facility ‘available’ to the community as a vessel-for-hire. The highest form is programmed space. The programmed facilities will have participants from a wider and more diverse cross-section of the population which typically includes those people who have access difficulties including but not limited to:

- Those groups / individuals who find cost to participate a barrier
- Those groups / individuals who find physical access a barrier
- Those who have difficulties in social space, or issues with formalised situations
- Time as a barrier (working or family care related)
- Age, ethnicity, gender, sexual orientation as barriers

Programmed space tailors activities to overcome barriers to participation including those listed above. In programmed space some users will have ‘free’ access while others may pay more for value added services. The beauty of this approach is that it still enables vessel-for-hire provision alongside programmed usage.

Increasing focus on Activation

A - VESSEL FOR HIRE Limited application	B - ACTIVATED (one use/r) Has a tenant and is known for a particular activity	C - ACTIVATED (multi-use/r) Can book range of activity booked across spaces	D - PROGRAMMED Booking plus active programming of spaces
---	---	---	--

Facility Location Significance

Some facilities are better suited to be hub locations based on their centrality within a neighbourhood/rural community, geographical location, accessibility and proximity to other hub or key locations such as libraries, social and community outdoor spaces, cafes, economic and commercial centres including malls and or proximity to aligned activity, school/education, church, sport and play related.

Ward and Neighbourhood Significance

STRATEGIC for WARD and NEIGHBOURHOOD A key hub for Community	STRATEGIC for WARD A key site for the Ward	STRATEGIC for NEIGHBOURHOOD A key site for neighbourhood	BANKS PENINSULA A key hub for rural community	Not STRATEGIC Low utilisation (threshold)
--	--	--	---	---

At the network level where there are potential hub facilities, the approach is to support their development as Council owned and operated sites. Hub facilities are where there is co-location and clustering of services: library; service centre; community activity; recreation and sport; civic activity; culture, meeting and public assembly; education and arts activity.

At the neighbourhood level, a case by case approach to the detailed planning and decision-making using a feasibility study is suggested. The input and decision making role of the Community Board is essential. The feasibility study will identify the need, specify the solution to meet the needs (including the need for Communities Facilities and spaces) and assess viability. A neighbourhood feasibility should consider surrounding provision, the capability of community organisations, the nature of provision, what community is saying about what it wants and how it wants it delivered. Each community will be different.

The network plan should as a goal have the aim of increasing community organisation capability to operate, manage, govern and in some cases own Community Facilities. Figure 5 reinforces this goal identifying a journey toward Community Organisation autonomy in decision making about Community Service provision including Community Facilities provision. Partnership documentation aligns with Councils role where classifications 'Supporter', 'Encourager', 'Enabler' and 'Funder' indicate different types of partnership arrangements.

Figure 5. Transition Process to Community Autonomy

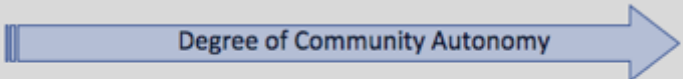
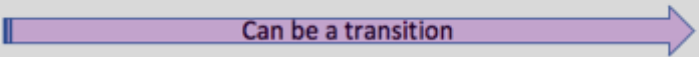
					
Level of community control of the environment (facilities, programmes, infrastructure and land)			Environment	Environment	
Level of activity in facility	Activity (A,C,D)	Activity (C,D)	Activity (B) or (C,D)	Activity (C,D)	
Council Role	Direct Provider	Supporter	Encourager	Enabler	Funder
Nature of Community Partnership	Service Contract	Community Facilities Activation Agreements	Lease Agreements	Funding Agreements	
Facility Provision Arrangement	Council direct ownership	Council/Community partnership	Hands-off commercial type lease	Transfer ownership of asset	
Asset Ownership	Council	Council	Council	Community	
Extent of ownership transfer to the community					

Figure 5 also provides us with a particular partnership arrangement for a specific Council Role. It is noted that even when facilities that provide community services are fully community owned and operated there is still a strategic role for Council in investing in programmes and initiatives, in supporting the capital value and operational activity of the facility (should they deem this strategic) and in including these facilities in wider planning and education processes leading to better provision.

Recommended Network Approach

Figure 6. Determinants of Decision for CCC Community Facility Projects

Facilities of strategic significance as a focus point for the community	Facility capability to be sustainable	Facility capacity to be activated	Strength of Community Engagement	Capability of Community Governance
Table 4 outlines the various levels of significance of geographical factors. When a facility has Ward and Neighbourhood focus this impacts what Councils role should be.	A facility with design characteristics that enable it to be sustainable will be better placed to operate efficiently at lower cost affecting its viability. Other factors includes location and proximity of other activity and facilities complementary to the facility	A facility with design characteristics, flexible interior space, complementary outdoor space, and fit for purpose spaces will mean fewer compromises and a greater variety of programmable spaces	Where there is a stronger and coherent voice in the community with groups aligned there is a greater chance of community engagement. Where there is civic action to achieve outcomes there is energy for Community autonomy in delivery of Community Facilities	Where there is less fragmentation of groups, cohesion and collective, inclusive and collaborative thinking there is the opportunity to devolve delivery. Especially if there is evidence of umbrella governance (where groups are working together under one clear vision). If there is evidence of capability (skills) at the governance level it is best for Council to empower rather than compete with community-led approaches

Figure 6 outlines a range of determinants summarised as follows:

- Strategic significance (geographically)
- Sustainability of the Facility
- Capability of the Facility – beyond as just a vessel for hire

- Strength of Community engagement – coherency of the community voice
- Capability of the community voice – collective view with skills to back that up;

The CFNP uses the strength of these determinants to understand the impact they will have collectively on what role Council would have in managing Community Facilities in the future (next 30 years). Table 4 outlines how configurations of determinants aligned with the facility strategic significance suggest a particular role for Council. For example; if a Community Facility has a wide strategic significance at both the Ward and Neighbourhood levels, and the facility is high in capability to be sustainable, and high in capacity to be activated then it is suggested Councils role should be one of direct provider (even if it still has the issue of how to increase levels of activation in that facility). Conversely if a community facility is strategic at the neighbourhood/rural community level and there is strong community engagement and community governance capability Councils role is more of an enabler and or funder/investor. Facilities without significance, with less sustainability and capacity and little interest from the community to engage with them rightly are considered surplus.

Table 4 provides the framework for an approach that can guide the role of Council in Community Facility provision, potentially reduce over time the number of facilities directly provided by Council enabling them to concentrate on high significance sites and providing an opportunity for the community to engage more fully with Community Facilities and with the appropriate structures have a higher level of autonomy and control in how they are provided to meet localised community needs.

Road to commissioning Community Facilities

The conditions that are likely to precipitate discussions regarding new facility provision that come via the determinants are listed below in table 4. Key in this decision is that any new facility will be unique to a particular situation and community involved. Generally there will be a defined and demonstrated need, a willing and able partner organisation (for non-hub facilities). Beyond a set of favourable determinants, an independent feasibility study is suggested that confirms a clearly defined and sustainable long-term future and the availability of resources from each prospective partner. Particularly important from a CFNP perspective is the need for meaningful local community and Community Board engagement in the process, and the clarification of Council and Partner roles and responsibilities up front. Without assurance of a high level of activation of the new facility it would be unwise to proceed with its development.

Road to devolution or decommissioning Community Facilities

Another important job of the determinants identified in table 4 is the ability for them to signal where activation is low and where the strength of community engagement and capability is low.

One issue with the decommissioning and disposal process for a Council Community Facility is the level of attachment individuals understandably have to these facilities, and the ability of this attachment to influence decision making when a facility is no longer achieving community wide outcomes. Community voices often constitute a strong lobby group and can be found to cloud decision making processes. In this situation it is possible for an unworkable low use facility to be maintained well past its viable lifetime at significant and increasing cost.

The table immediately below indicates five determinants that may indicate a lack of need (or changing needs) for a community facility. If these determinants are operative they could trigger a need to determine whether the facility is still required. Other determinants should include the condition of the asset, whether the services could be provided through another means and whether there is a community/partner organisation willing and able to operate the facility sustainably.

Facilities of LOW strategic significance as a focus point for the community	Facility capability to be sustainable LOW	Facility capacity to be activated LOW or NON-EXISTENT	Strength of Community Engagement LOW or NON-EXISTENT	Capability of Community Governance LOW or NON-EXISTENT
--	--	---	--	--

The aim of a review process would be to assure the Council, the Community Board and the community that the facility is surplus based on one or more of the determinants (health and safety, lack of demand,

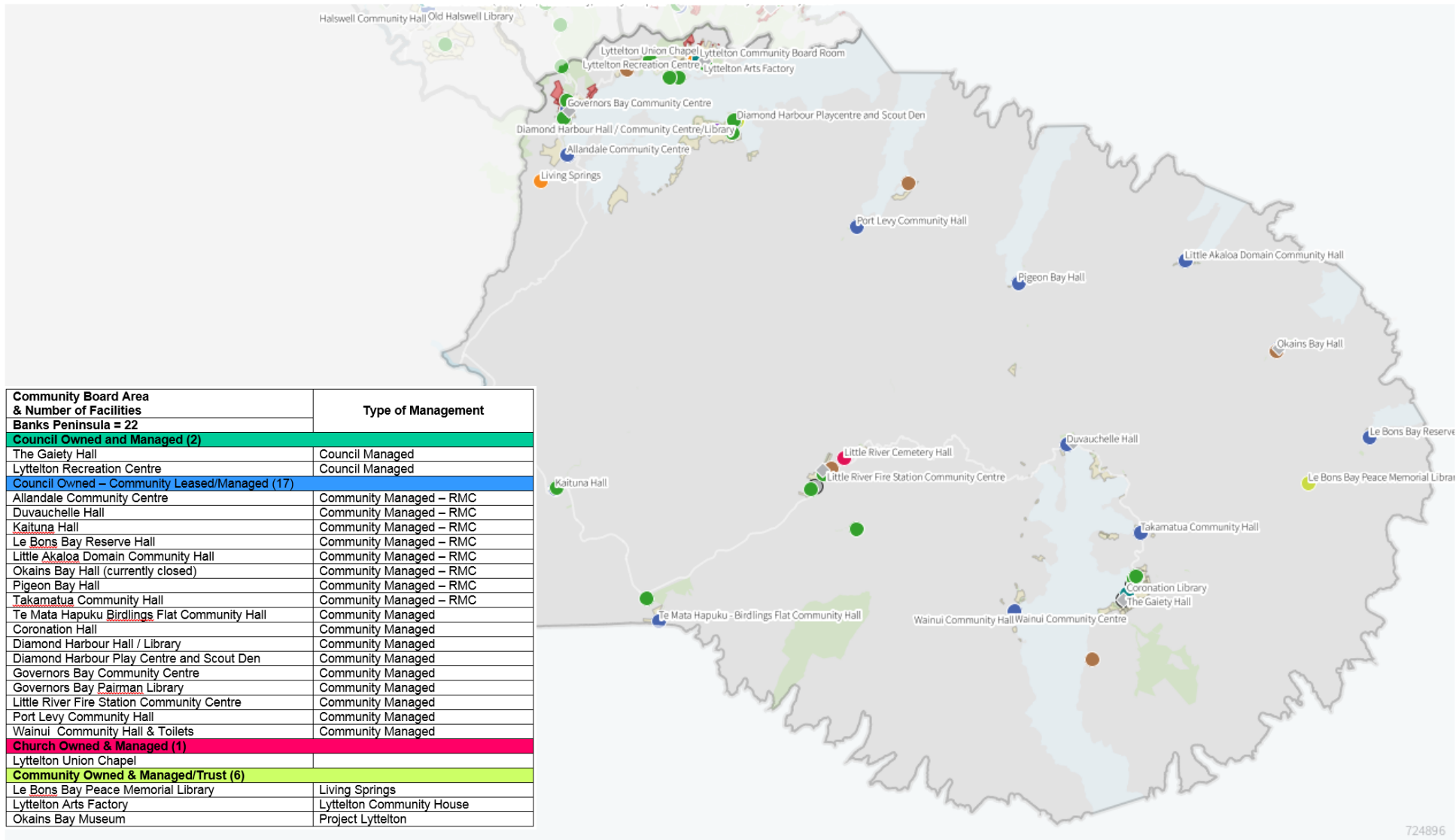
inability to insure, loss of function through age, loss of relevance due to other provision). If no other sustainable future for the facility can be identified the Council or Community Board can make a decision to determine the future of the facility through Councils property disposal process or other means. If the facility is a Council asset the ultimate decision maker will be the Council or the Community Board.

Table 4. Recommended Network Approach - High Level Goals

	Facility of strategic significance as a focal point for the community	Other factors	Facility capability to be sustainable		Other factors	Facility capacity to be activated		Other factors	Strength of Community Engagement		Other factors	Capability of Community Governance		Approach	Council Role		
			Level of Impact	LOW		HIGH	LOW		HIGH	LOW		HIGH	LOW		HIGH	LOW	HIGH
Council Community Facilities	Strategic focus for Ward and Neighbourhood	AND	✓	✓	AND	✓	✓	AND	✓	✓	AND	✓	✓	THEN	Direct Provider Direct Provider Direct Provider Direct Provider	AND/OR	Supporter Encourager
	Strategic focus for Ward	AND	✓	✓	AND	✓	✓	AND	✓	✓	AND	✓	✓	THEN	Direct Provider Encourager Enabler Supporter	AND/OR	Supporter Enabler Funder
	Strategic focus for Neighbourhood	AND	✓	✓	AND	✓	✓	AND	✓	✓	AND	✓	✓	THEN	Supporter Funder Encourager Supporter	AND/OR	Encourager Enabler Enabler
	Strategic focus for Banks Peninsula Community	AND	✓	✓	AND	✓	✓	AND	✓	✓	AND	✓	✓	THEN	Supporter Enabler Direct Provider Enabler	AND/OR	Encourager Funder
	Not Strategic	AND	✓	✓	AND	✓	✓	AND	✓	✓	AND	✓	✓	THEN	Devolution Enabler Funder Devolution	AND/OR	Demolition Encourager Demolition
				✓	✓		✓	✓		✓	✓		✓	✓			

5 NETWORK PLAN APPENDICES

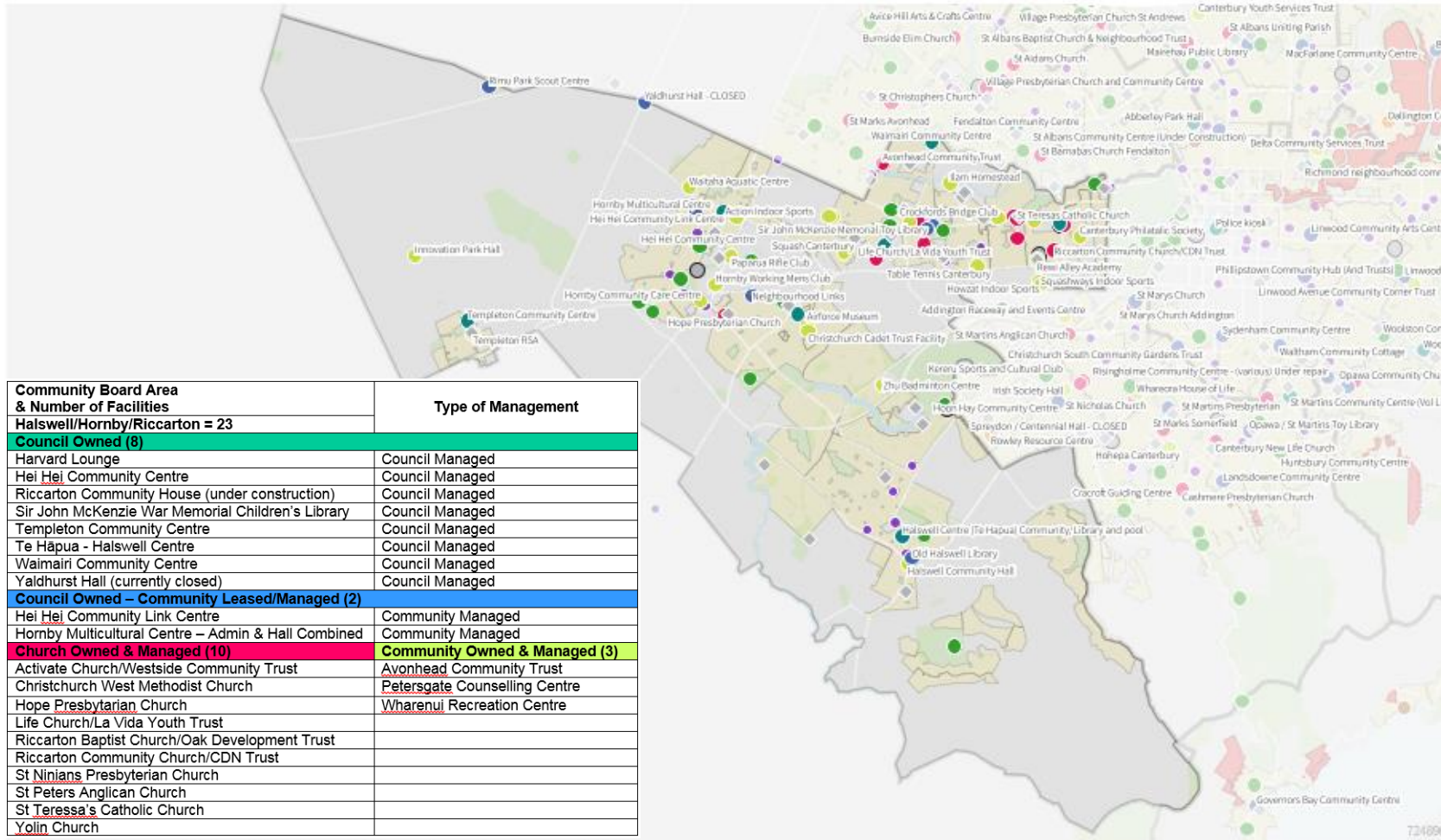
Appendix 1. Community Facilities Network Plan Community Board Maps 1-7.....	24
Appendix 2. CFNP Terminology	31
Appendix 3. Population and Deprivation	33



Community Facilities | Banks Peninsula | July 2019

- CSG & P Unit Owned & Managed
- CSG & P Unit Owned & Community Leased/Managed
- Community Owned-Trust
- Community Owned & Managed
- Church Owned
- CCC Libraries, Service Centres & Rec Centres
- Marae
- Religious Facilities
- ◆ Schools
- Parks Facilities
- Residential Red Zone
- Residential Area

Figure 8. Community Facilities - Halswell Hornby Riccarton July 2019

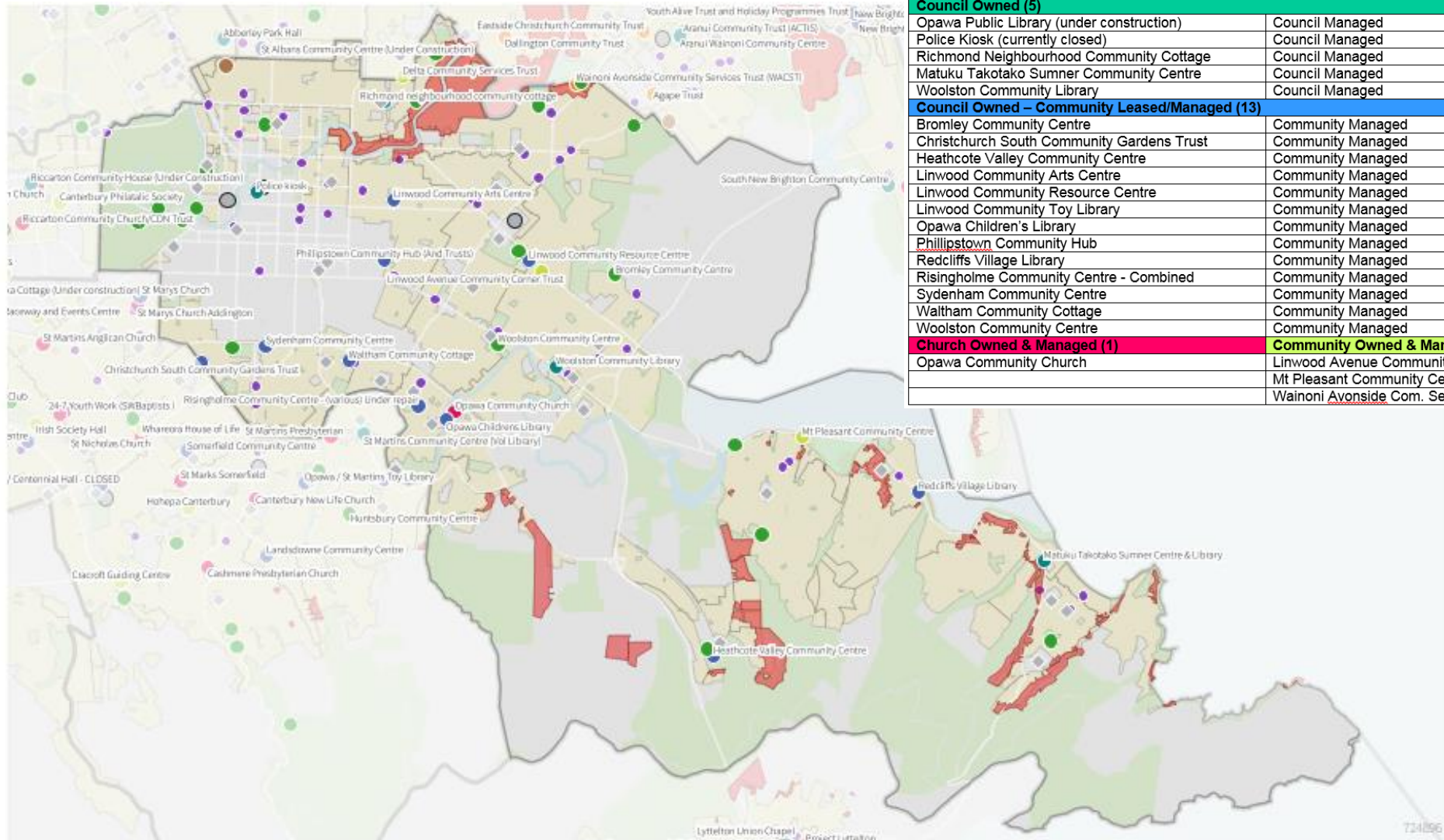


Community Facilities | Halswell-Hornby-Riccarton | July 2019

- CSG & P Unit Owned & Managed
- CSG & P Unit Owned & Community Leased/Managed
- Community Owned-Trust
- Community Owned & Managed
- Church Owned
- CCC Libraries, Service Centres & Rec Centres
- Marae
- Religious Facilities
- ◆ Schools
- Parks Facilities
- Residential Red Zone
- Residential Area



Figure 9. Community Facilities - Linwood Centre Heathcote July 2019



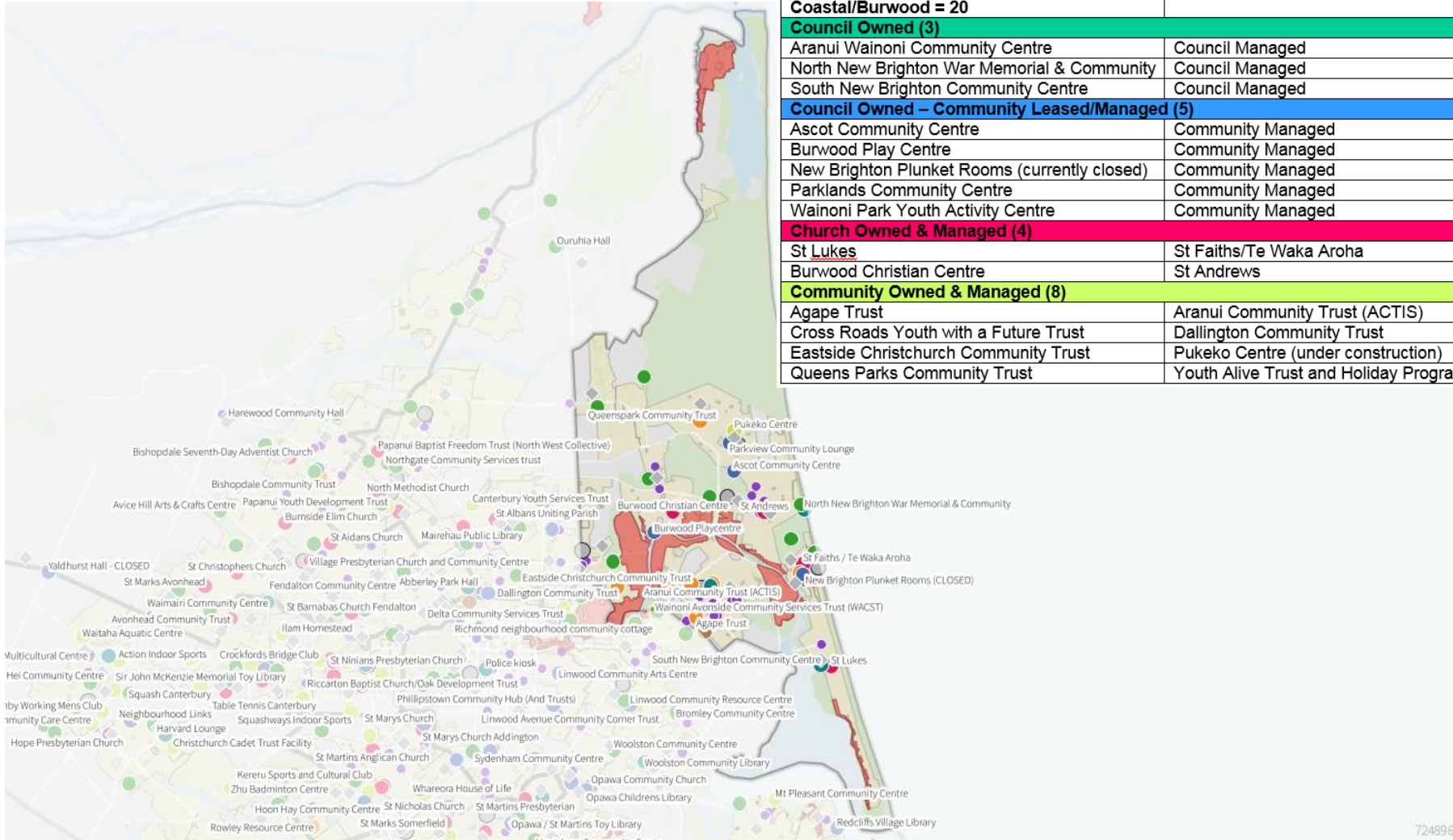
Community Board Area & Number of Facilities	Type of Management
Linwood/Central/Heathcote = 22	
Council Owned (5)	
Opawa Public Library (under construction)	Council Managed
Police Kiosk (currently closed)	Council Managed
Richmond Neighbourhood Community Cottage	Council Managed
Matuku Takotako Sumner Community Centre	Council Managed
Woolston Community Library	Council Managed
Community Owned – Community Leased/Managed (13)	
Bromley Community Centre	Community Managed
Christchurch South Community Gardens Trust	Community Managed
Heathcote Valley Community Centre	Community Managed
Linwood Community Arts Centre	Community Managed
Linwood Community Resource Centre	Community Managed
Linwood Community Toy Library	Community Managed
Opawa Children's Library	Community Managed
Phillipstown Community Hub	Community Managed
Redcliffs Village Library	Community Managed
Risingholme Community Centre - Combined	Community Managed
Sydenham Community Centre	Community Managed
Waltham Community Cottage	Community Managed
Woolston Community Centre	Community Managed
Church Owned & Managed (1)	Community Owned & Managed (3)
Opawa Community Church	Linwood Avenue Community Corner Trust
	Mt Pleasant Community Centre
	Wainoni Avonside Com. Services Trust

Community Facilities | Linwood-Central-Heathcote | July 2019

- CSG & P Unit Owned & Managed
- Church Owned
- ◆ Schools
- CSG & P Unit Owned & Community Leased/Managed
- CCC Libraries, Service Centres & Rec Centres
- Parks Facilities
- Community Owned-Trust
- Marae
- Residential Red Zone
- Community Owned & Managed
- Religious Facilities
- Residential Area

Figure 10. Community Facilities - Coastal Burwood Board March 2019

Community Board Area & Number of Facilities	Type of Management
Coastal/Burwood = 20	
Council Owned (3)	
Aranui Wainoni Community Centre	Council Managed
North New Brighton War Memorial & Community	Council Managed
South New Brighton Community Centre	Council Managed
Council Owned – Community Leased/Managed (5)	
Ascot Community Centre	Community Managed
Burwood Play Centre	Community Managed
New Brighton Plunket Rooms (currently closed)	Community Managed
Parklands Community Centre	Community Managed
Wainoni Park Youth Activity Centre	Community Managed
Church Owned & Managed (4)	
St Lukes	St Faiths/Te Waka Aroha
Burwood Christian Centre	St Andrews
Community Owned & Managed (8)	
Agape Trust	Aranui Community Trust (ACTIS)
Cross Roads Youth with a Future Trust	Dallington Community Trust
Eastside Christchurch Community Trust	Pukeko Centre (under construction)
Queens Parks Community Trust	Youth Alive Trust and Holiday Programmes Trust



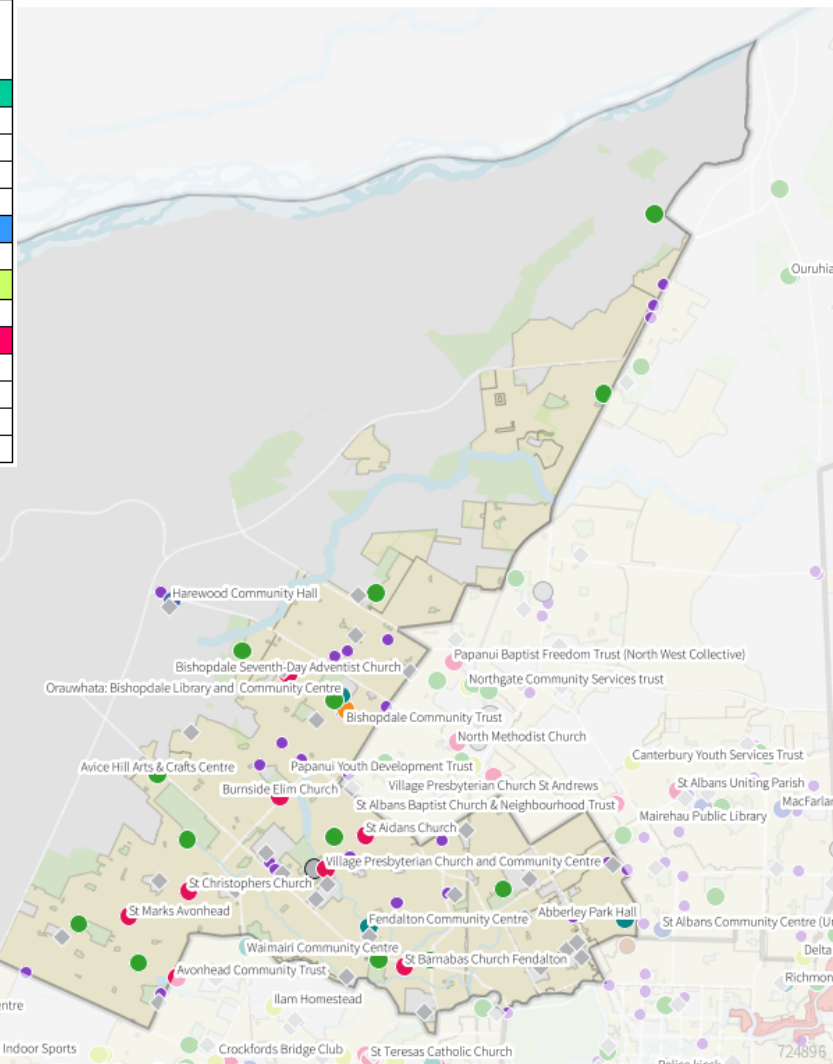
Community Facilities | Coastal-Burwood | July 2019

- CSG & P Unit Owned & Managed
- CSG & P Unit Owned & Community Leased/Managed
- Community Owned-Trust
- Community Owned & Managed
- Church Owned
- CCC Libraries, Service Centres & Rec Centres
- Marae
- Religious Facilities
- ◆ Schools
- Parks Facilities
- Residential Red Zone
- Residential Area



Figure 11. Community Facilities - Fendalton Waimairi Harewood July 2019

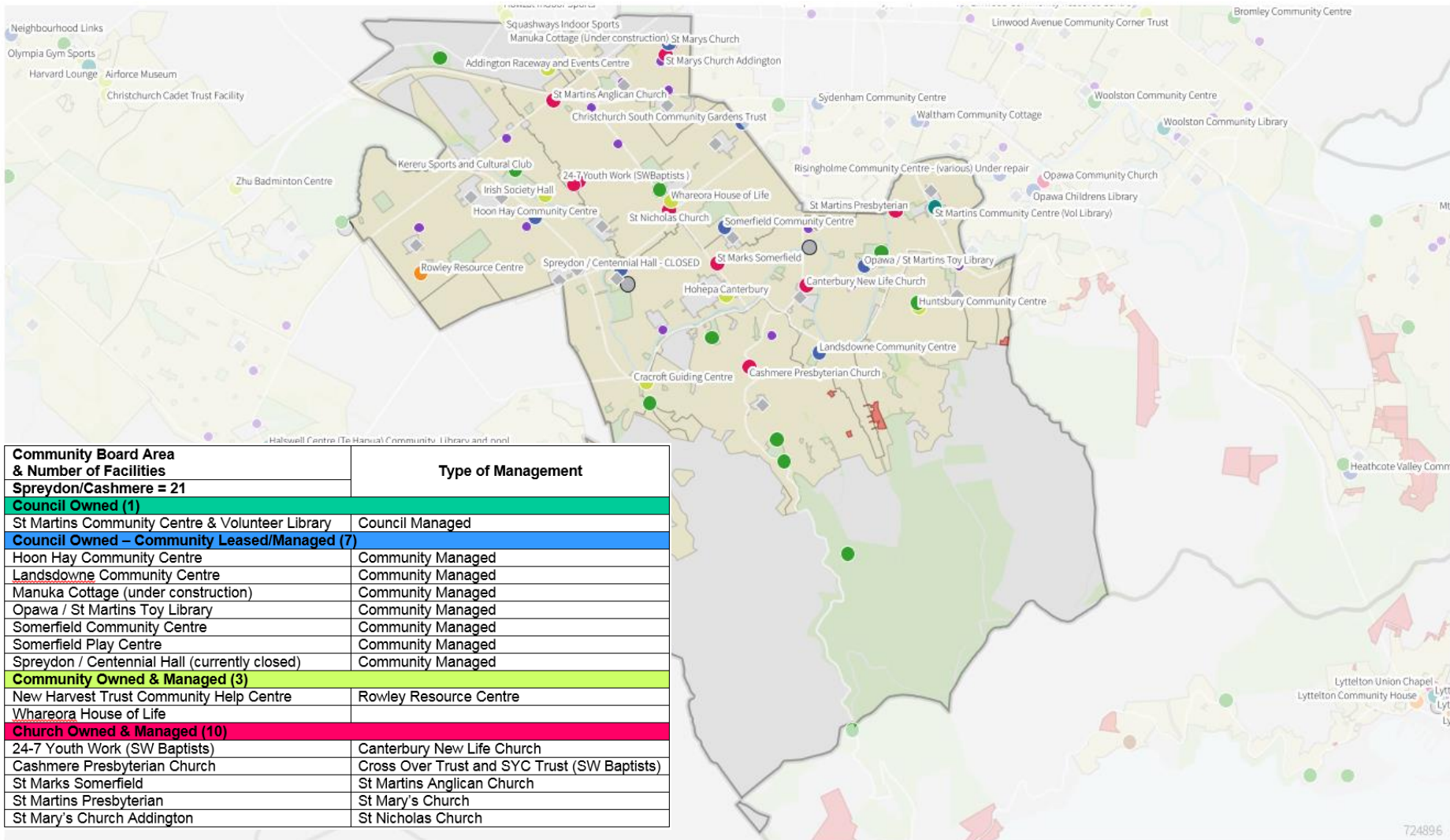
Community Board Area & Number of Facilities	Type of Management
Fendalton/Waimairi/Harewood =14	
Council Owned (4)	
Abberley Park Hall	Council Managed
Avic Hill Arts & Crafts Centre	Council Managed
Fendalton Community Centre	Council Managed
Ōrauwhata: Bishopdale Community Centre	Council Managed
Council Owned – Community Leased/Managed (1)	
Harewood Community Hall	Community Managed
Community Owned & Managed (1)	
Bishopdale Community Trust	
Church Owned & Managed (8)	
Bishopdale Seventh-Day Adventist Church	Burnside Elim Church
Lyttelton Union Chapel	St Aidans Church
St Barnabas Church Fendalton	St Christophers Church
St Marks Avonhead	Village Presbyterian Church and Community Centre



Community Facilities | Fendalton-Waimairi-Harewood | July 2019

- CSG & P Unit Owned & Managed
- CSG & P Unit Owned & Community Leased/Managed
- Community Owned-Trust
- Community Owned & Managed
- Church Owned
- CCC Libraries, Service Centres & Rec Centres
- Marae
- Religious Facilities
- ◆ Schools
- Parks Facilities
- Residential Red Zone
- Residential Area

Figure 12. Community Facilities - Spreydon Cashmere Board July 2019

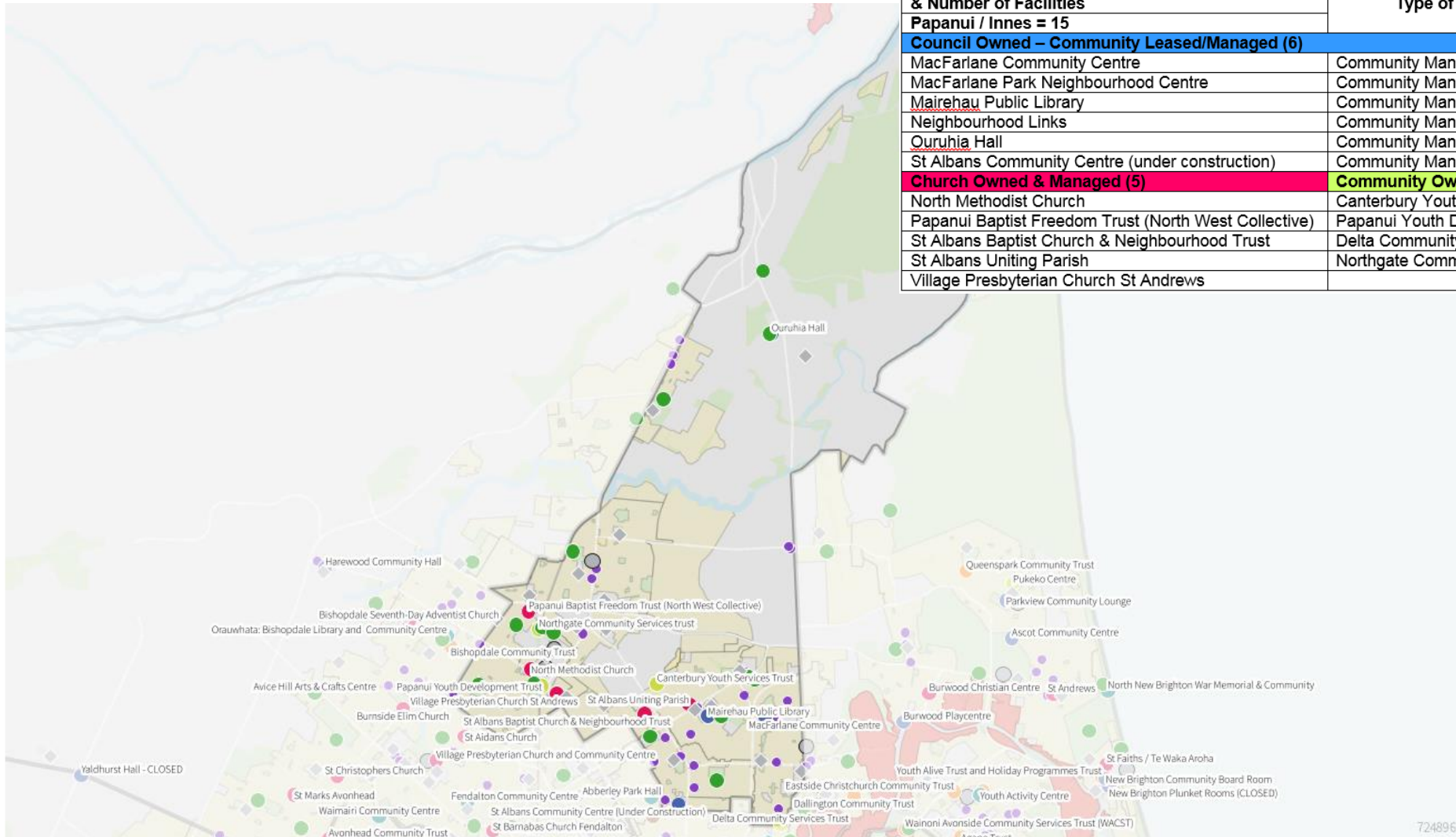


Community Facilities | Spreydon-Cashmere | July 2019

- CSG & P Unit Owned & Managed
- CSG & P Unit Owned & Community Leased/Managed
- Community Owned-Trust
- Community Owned & Managed
- Church Owned
- CCC Libraries, Service Centres & Rec Centres
- Marae
- Religious Facilities
- ◆ Schools
- Parks Facilities
- Residential Red Zone
- Residential Area

Figure 13. Community Facilities - Papanui Innes Board July 2019

Community Board Area & Number of Facilities	Type of Management
Papanui / Innes = 15	
Council Owned – Community Leased/Managed (6)	
MacFarlane Community Centre	Community Managed
MacFarlane Park Neighbourhood Centre	Community Managed
Mairehau Public Library	Community Managed
Neighbourhood Links	Community Managed
Ouruhia Hall	Community Managed
St Albans Community Centre (under construction)	Community Managed
Church Owned & Managed (5)	Community Owned & Managed (4)
North Methodist Church	Canterbury Youth Services Trust
Papanui Baptist Freedom Trust (North West Collective)	Papanui Youth Development Trust
St Albans Baptist Church & Neighbourhood Trust	Delta Community Services Trust
St Albans Uniting Parish	Northgate Community Services Trust
Village Presbyterian Church St Andrews	



Community Facilities | Papanui-Innes | July 2019

- CSG & P Unit Owned & Managed
- Church Owned
- ◆ Schools
- CSG & P Unit Owned & Community Leased/Managed
- CCC Libraries, Service Centres & Rec Centres
- ◆ Parks Facilities
- Community Owned-Trust
- Marae
- Residential Red Zone
- Community Owned & Managed
- Religious Facilities
- Residential Area

5.2 Plan Terminology

The following is a list of key terms described in the context of this plan

A Network is:

An inter-connecting set of community facilities/spaces (mainly Council owned Community Facilities) linked together with other non-council facilities and spaces in a way that makes sense in terms of community services delivery to a defined community.

Community Facilities Network Plan is:

A plan that outlines a clear direction and informing Council and Community Board decision making on the provision of community facilities in Christchurch and Banks Peninsula that become fit-for-purpose, sustainable and relevant.

A Ward is:

One of 16 areas across 7 Community Boards and a division based on historical electoral boundaries

Community is:

A 'geographic community', such as particular local area within Christchurch and Banks Peninsula (E.G. Spreydon). At times the term 'community' is also used to describe a particular 'community of interest' around for example age, gender, culture, sport, hobbies etc. that might span all of Christchurch and Banks Peninsula (such as older residents).

A Neighbourhood is:

One of the parts or areas of a town/city where people live bounded by physical features, streets, rivers, buildings and places. Neighbourhoods served by a community facility reach out 0.5 to 1 km from the facility. There are multiple neighbourhoods within a Ward. People consider that they live in their immediate neighbourhood making the facilities in that neighbourhood more meaningful for them

Community Facilities are:

Defined as any building and/or space (inside or outside, public or privately owned) that is available for community use. Community facilities have the potential to be a focal point for residents (and visitors). (Note^[2] Strengthening Communities definition: *'focal points for activities to occur that contribute to social wellbeing'*. (Note^[3] differs from the District Scheme definition as it can include privately owned facilities available for community use).

Council Community Facilities CCC Definitions:

Any land and/or building or part thereof intended to be used principally by members of the community for recreation, entertainment, education, health care, safety and welfare, cultural or deliberation purposes. Community facilities include reserves, recreation and entertainment facilities, community infrastructure such as libraries and community halls, education activities, health care faculties, care facilities, emergency services facilities, spiritual facilities, but do not include privately (as opposed to publicly) owned recreation and entertainment facilities, or restaurants

Community Development^[4] is:

A way of working with communities. It seeks to empower individuals and groups of people within a community through the development of skills they need to effect change or address issues within their communities. Council where possible takes a 'facilitative' and 'enabling' approach working as equals alongside the community 'in partnership'.

Community Development's key purpose is to build communities and involves changing the relationships between community members and people in positions of power, so that everyone can take an active part in the development of the community they live in, and the aspects that affect their lives. It is a strengths based approach predicated on the principle that within any community there is a wealth of knowledge

and experience, which, if utilised effectively can be channelled into collective action to achieve the communities' desired goals.

A Community Organisation:

Covers a series of activities at the community level aimed at bringing about desired improvement in the social well-being of individuals, groups, organisations, and neighbourhoods. It is synonymous with community work, community development and community mobilisation. (Wikipedia)

Activation means:

An increase in the series of social, wellbeing, recreation, and community activities via a process of animation of a facility or organisation so that for whatever reason the sum of activity becomes greater than it was prior to activation. Activation can include community led programmes, services and initiatives that are a fit to the identified needs of a community.

Ownership means:

The act of having and controlling a Community Facility and all the compliance, and legal obligations that apply for the legal owner. Control of, lease of, or management via a service contract are not ownership of a facility. Community ownership of facilities is possible on Recreation Reserve land and on Ministry of Education Land. *A range of preferred Ownership and Management models are proposed in the CFNP*

Partnership is:

A relationship where Council (public sector) works with community groups (Not-for-profit sector) in a number of ways that are deemed appropriate by both organisations with the ultimate aim of increasing activation of Community Facilities and increased community activity in general. *A range of preferred partnership relationships are proposed CFNP*

Stewardship is:

A relationship between Council and a Community Trust (Incorporation) where Council has the role of supervising or taking care the Community Organisation to ensure it is supported in its endeavours to provide a Community Facility (Community Activation) in a sustainable way. Any party can own facilities but Stewardship can still occur.

Divestment, Disposal and Devolution:

Divestment: action or process of selling off subsidiary business interests or investments

Devolution: Transfer of delegated power to a lower level, legal transfer of property from one owner to another

Disposal: Action or process of getting rid of something

5.3 Population

Table 5 highlights that community facilities are not spread uniformly across the landscape. Some Community Boards have fewer facilities with greater population per facility (Fendalton, Waimairi, Linwood Central City Heathcote), others have a greater number of facilities per population (Banks Peninsula, Coastal Burwood, Spreydon Cashmere). The facilities we are referring to include active Churches as well as Council and Leased facilities.

Table 5. Population Estimates by Community Board 2013-2043 Projected

Community Board	Total number of facilities located in board	Population (census; estimates; and projections)					Average board population per facility (based on 2013 census pop)
		2013 Census pop of board	2013 estimate pop of board	2018 estimate pop of board	2018 projected pop of board (based on 2013 estimate)	2043 projected pop of board (based on 2013 estimate)	
Banks Peninsula	17	8,235	8,580	8,710	8,740	9,250	484
Coastal-Burwood	18	46,671	48,600	52,300	52,200	56,900	2,593
Fendalton-Waimairi-Harewood	10	64,992	68,000	71,600	70,000	77,700	6,499
Halswell-Hornby-Riccarton	19	64,260	67,300	79,700	76,300	102,100	3,382
Linwood-Central-Heathcote	14	67,848	70,900	77,800	75,800	83,000	4,846
Papanui-Innes	11	45,402	47,400	49,800	49,600	57,300	4,127
Spreydon-Cashmere	19	44,067	46,000	48,700	46,800	50,500	2,319
Christchurch City	108	341,472	356,700	388,500	379,400	436,800	3,162

Physical Proximity

When we consider population proximity (1000m radius) walking distance for many we see relatively good coverage, except Banks Peninsula with its predominantly sparsely populated rural character. Table 25 highlights what percentage of residents are in reasonable walking distance to a Community facility within their area. It does not differentiate on the basis of Ward or Community Board boundary so it may be that the closest facility is in another ward from the one residents are living in. The result shows that highest proximity is with Spreydon – Cashmere for 1000m proximity, quite a bit higher than all other areas with the rest averaging approximately 70 % proximity except for banks Peninsula where as expected geographical distances to facilities are greater. Similar patterns are seen in the 500 m proximity zone.

Table 6. 2013 Census Population (%) living within the wider 1000m and more immediate 500m walkable catchment of a Community Facility

Community Board	Total number of facilities located in board	% board's population within 1000m of at least one facility (regardless of which board facility is located in)	% board's population within 500m of at least one facility (regardless of which board facility is located in)
Banks Peninsula	17	49.7	29.5
Coastal-Burwood	18	79.2	39.0
Fendalton-Waimairi-Harewood	10	69.2	25.2
Halswell-Hornby-Riccarton	19	71.7	35.3
Linwood-Central-Heathcote	14	74.9	30.4

Papanui-Innes	11	69.0	27.9
Spreydon-Cashmere	19	92.7	54.5
Christchurch City	108	74.7	34.2

(Popn. living within 1000m regardless of which Community Board Facility is located in)

Deprivation

Understanding the levels of deprivation across areas is a significant measure for how people are likely to interact with Community Facilities. The nature of services from Community Facilities where people have higher deprivation changes into more focus on wellness and self-help programmes, food-banks and a more inclusive focus on programming community initiatives to meet needs. Areas where this type of delivery is most often identified are Linwood, Central Heathcote, Halswell, Hornby and Riccarton and to a lesser extent Coastal and Burwood. More vessel for hire, tutor-driven and user fee driven Community Facility utilisation occurs in the remaining Community Board areas.

Table 7. 2013 Community Board Deprivation Index

Community Board	2013 NZ Deprivation Decile				
	Total board pop living in deprivation decile 1-2 areas (lowest deprivation)	Total board pop living in deprivation decile 3-4	Total board pop living in deprivation decile 5-6	Total board pop living in deprivation decile 7-8	Total board pop living in deprivation decile 9-10 areas (highest deprivation)
Banks Peninsula	3,144	3,075	1,458	543	0
Coastal-Burwood	9,723	8,469	10,668	10,653	7,167
Fendalton-Waimairi-Harewood	28,263	20,454	10,362	3,282	2,646
Halswell-Hornby-Riccarton	16,296	12,384	16,179	15,339	4,077
Linwood-Central-Heathcote	9,174	6,354	9,831	23,283	19,086
Papanui-Innes	7,761	11,523	11,961	9,765	4,362
Spreydon-Cashmere	14,310	10,578	8,919	6,114	4,179
Christchurch City	88,671	72,837	69,378	68,979	41,517

In summary, without the inclusion of the Church based trusts, and Community trust facilities the spread of provision of Community facilities would be less even and distributed. Church programmes are constant across the system (See Maps 1-7) and do not differentiate in terms of deprivation, I.E. there are not more or less facilities in high deprivation areas. Council facilities are well spread with more of these in older areas within the city. Fendalton, Waimairi, Harewood, Linwood, Central and Heathcote, Papanui and Innes Ward areas are ones to watch as they show fewer facilities per capita than the rest of the wards. In general, it is best to consider each Board area with its neighbours when considering future provision regardless of the facility owner and provider of community programmes.