

# **Shirley Community Centre Feasibility and Business Case**

**Prepared for**

**Christchurch City Council**

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## **Acknowledgements**

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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 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.

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## **GST**

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# 1 Executive Summary

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As a result of the 2011 earthquakes there was a community groundswell to reinstate the destroyed Shirley Community Centre. At a meeting in 2014 Council resolved to approve a capital allocation to the project and to seek interested partners to support a combined development. In 2015 Crossway submitted a proposal for a joint development on the site. This development was not approved at Community Board level and as a result of the 2018-28 LTP round Council funding for the Shirley Community Centre was removed. At this point Council voted to move forward with the 'medium option' for Community Centre provision with no provision via LTP for Shirley Community Centre.

The Community Facility at 10 Shirley Road was a significant provider of a range of community activity and had been for a long time. The way it did this and the range of groups based there was a credit to community development and initiative in the area. On this basis, there was a logic in considering a replacement and updated facility.

As a next step in the process to understanding how to move forward Council contracted Global Leisure Group to complete a feasibility study on the need for a Community Facility to be placed in the Richmond and Shirley areas as a replacement for the facility lost at 10 Shirley Road. This feasibility report is being completed in parallel with work to develop a Community Facilities Network Plan for Christchurch.

On closer investigation, it was found there is significant investment in community spaces. Two initiatives in particular have added or soon will add much-needed community space capacity and activities. These were the initiatives of the Shirley Community Trust (including a new community facility in MacFarlane Park) and the redevelopment of the Community and Church based Facilities of the Delta Trust in Richmond. The latter facility now has the addition of the Crossways Church and on this site,

Together these trust-based initiatives are primarily but not exclusively faith-based and again on the surface, it would seem that there is still room for non-church solutions in the area.

Despite this additional provision of both Church and Non-church based provision, there were still some gaps identified. The first of these was the need for some dedicated space for community, hobbies and craft activity. Whilst the trend is to provide flexible multi-use spaces, the reality is many groups were displaced from their long stay home at the Shirley Community Centre and deprived of their on-site storage space making it difficult for them to operate. There is a need to provide long stay spaces for these groups in the area. The second was the need for non-faith based activity and community space.

There is no doubt (as evidenced in this report) of the significant contribution of community space, programmes and activities from Churches but there are few places now available locally not managed via a faith-based organization.

These gaps are mitigated by:

- The development of the St Albans Shirley Club, a new facility with an emphasis on community access
- The upgrading of activity at Avebury House on the periphery of the Richmond South border
- Provision of the new St Albans Community Centre facility.

There are many more community activities present than in the past with expression of community happening more and more through perishable and transient activity such as events and installations of a "gap filler" type nature.

Research has revealed opportunities to increase the vitality and value of 10 Shirley Road site to the community. This is not through a new community facility rather it is via providing a space suitable for shorter-term installations alongside some longer stay options (play areas, pump tracks, coffee carts etc). This will enable a changing calendar of events and activities to provide an exciting mosaic of refreshed and vibrant activity on the site. This will be via community-led programming such as that demonstrated by those Trusts and groups already operating in the area and through a relationship with the Community

Development staff at Council. Council can play an enabling and supporting role in seeking to align with capable community organisations willing to create this activation.

In summary, the recommendations in this report reinforce the value of 10 Shirley Road to the local community and its evolution into an adaptable community space complementing existing provision.

## 2 Recommendations

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It is recommended:

1. That 10 Shirley Road where there was previously a Community Centre in the short term becomes an adaptable open space (Gap Filler\*) for the community with a variety and dynamic range of installations (such as the Pump Track), community events and mobile activities operating as a “Gap Filler site” for the community
2. In the medium to long term a landscape development plan be developed in consultation with the community to meet community needs. Implementation will be dependent on Community Board Approval and Council funding and will likely require a change of reserve classification.
3. That Council continue to work with various Community Organisations, non-church and Church Trusts in the Community to support space provision that meet needs for both episodic and long stay community activities and groups.

\*in the sense that the space and ground can be filled with a changing variety of outdoor community activity designed to be creative, vibrant, art and craft and performance as much as physical activity, cultural, interpretive and educative. (This will all take organising)

### 3 Introduction

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In 2015 the Shirley Papanui Community Board recommended to call for interested parties to submit proposals for the development of a Community Facility at 10 Shirley Road. This had come about because the Shirley Community Centre (10 Shirley Road) was damaged in the 2010/2011 earthquakes and subsequently demolished. On the 24 April 2013, the Crossways Group met with representatives of the Delta Trust and Shirley Community Centre Society Incorporated. Crossways outlined their desire to seek a lease of the former Shirley Community Centre site from Council to a group of interested organisations who would fund the erection of a building on the site to incorporate Church facilities, a hall, and meeting rooms, etc. and that this Centre be managed by representatives from the involved organisations. They followed this up with a deputation to Council in July 2013. Council rejected their application with a view to gaining further information before decisions were made.

Since then there have been various reports and analyses of the opportunity for a Council community facility on the site, much community comment and some meetings to progress the project. More recently, it was agreed that the best way forward was to consider the site on the basis of master planning for the area and across Council in respect to its network of Community facilities. This feasibility report is the latest analysis and is being completed in parallel with work to develop a Community Facilities Network Plan for Christchurch.

### 4 Assessment Aims

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The feasibility study has the following general aims:

- To complete a feasibility study of the potential for a Community Facility to be placed in the Richmond and Shirley areas as a replacement for the facility lost at 10 Shirley Road.
- To consider the viability of re-constituting a Community Facility at 10 Shirley Road.
- To utilise research, trends in Community Facility provision and feedback from surveys and resident comment.
- For this project to be in line with the principles led approach outlined in the Community Facilities Network Plan being developed concurrently.
- To provide templates that assess the potential for a facility (need) and how it might be developed and governed.
- If appropriate to develop a business case and costing for a new Community Facility.

### 5 Methodology

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The methodology was outlined within the wider Community Facility Network Planning process was as follows:

Participation and Gap Analysis	T17: Identify gaps in provision related to Shirley Community Centres. Consider and summarise community, leisure and recreation participation trends to map likely demand for various leisure, recreation, arts, cultural hobbies, sport and community activity within Shirley Community.
Supply and Competition Analysis	T18: Quantification of participation being achieved in Shirley Community catchment areas (Draw data from existing research, consultation and community feedback)
Options Analysis	T19: Options identified for Shirley Community centres, SWOT and PEST associated with options created, preferred option identified.
Site, Design and Function Analysis	T20: Identify and analyse the strengths of each site, use the information generated to date regarding existing facilities to create a basic concept of spaces and their relationship.

Capital Cost (if appropriate)	T21: Indicative price based either on per metre build. Determine ball park fit-out costs related to the desired option.
Business Case (if appropriate)	T22: Complete spreadsheet of costs and revenues (annualised budget) Shirley Community Centres T23: 3 year financial forecast against a proposed programme of Shirley Community Centres
Governance and Management modelling	T24: Determine recommended approach and provide information on constitutions and approaches suggested for developing and running Community Facilities via Council Community Partnership
Funding Options	T25: Say something about the best model to ensure sustainability of Shirley Community Centre. Provide a one page indicative funding plan and identify TA's perceived view about its role in either directly operating the facilities or supporting financially the community operation.
Draft Report and Recommendations	T26: Complete a report, outlining the option and the agreed aspects of the design, governance, participation and financial implications and overall viability and sustainability of the recommended project.

## 6 Context Review

### 6.1 Literature Review

#### What the literature is saying

In summary the literature review has revealed several key themes:

- Reinforces the opportunity for greater involvement of the community in meeting the expectations of how Community Facilities will be utilised locally.
- Signals potential for devolution of control and management of Council owned Community Facilities to the community so their outputs can reflect what neighbourhoods want and expect them to achieve.
- Identifies that centralised Asset Management is difficult given complexity surrounding Community Facility asset and infrastructure management requirements. Opens the door for an opportunity to support and directing community efforts likely to result in a fit-for-purpose, relevant and sustainable community provision,
- Identifies opportunity for Council to partner with Community who can and do engage more with funders and financial support external to Council
- Reinforces the view that Level of Service (LOS) approaches to describing what occurs within a Community Facility are not a true reflection of the richness of outcomes that can occur in 'be', 'meet' and 'do' space. Outcomes and outputs from Community Facilities will be different for every neighbourhood and every community.

The picture of Community facility provision is one of complexity of supply:

- Council has a range of provision of its own facilities, including some Council owned facilities are leased to community groups
- A bigger set of non-council Incorporation/Trust owned facilities out in the community mainly but not exclusively Church Trust based.

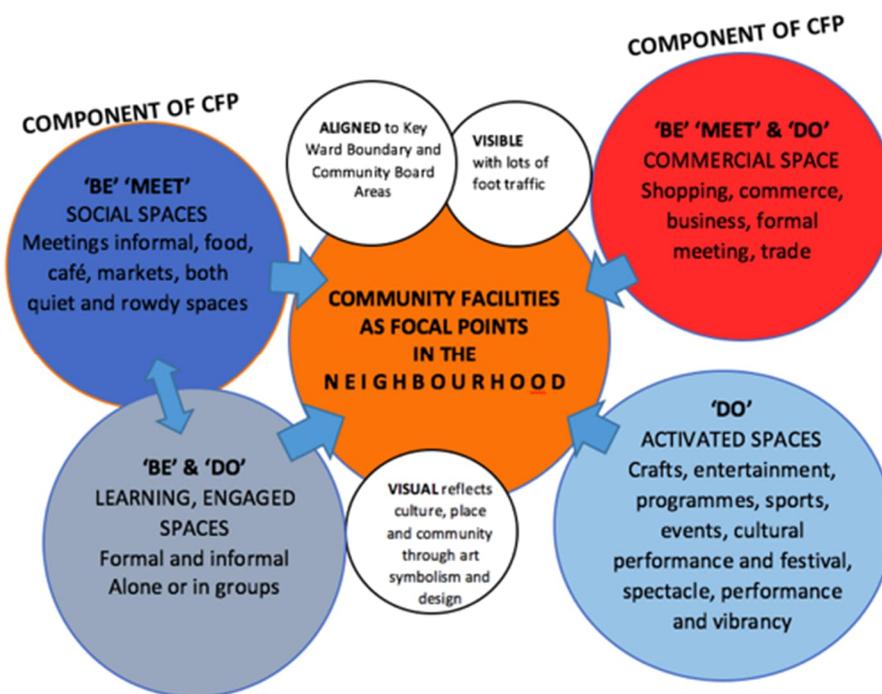
The review found greater breadth of provision across wellness, arts, cultural to recreational activities, casual drop-in (hosted in our 'be' spaces), engaged activity, events and programmes (operating in our 'meet' and 'do' spaces) are found in non-Council facilities. Council Community Centres provided space with much narrower provision occurring in it. Many of the latter are vessels for hire or booking and are not activated spaces in the sense of wider community need. The draft Community Facilities Network Plan addresses this by suggesting an increasing role of governance, management, and operation of some Council facilities by community Incorporations. The literature also supports a more community-led approach and highlights difficulty Council is having in maintaining, monitoring and managing the growing number of community facility assets it has. This could lead, over time, to some facilities transferring from Council to ownership by suitable incorporations.

#### Community Physical Space Trends

There is a plethora of material about best practice Community Space/Facility provision, the essence of which states:

- 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’s, markets, schools and businesses outside of operating hours. The spaces are more than the actual buildings, creating connections within the space and to the areas and amenities surrounding them. In the new community spaces, people come together for a common reason/cause, 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, ownership is far less important than how welcoming and inclusive space/facility is.
- To be effective Community Facilities utilise ‘Community Development’ in its entirety in integrating design with use and ensuring the space is activated. Community Facilities need to reflect their surrounding community, and the cultures within it, which is often achieved through public art and functional landscaping (e.g. Flax plantings for cultural harvest enabling community weaving workshops).
- Activating Community Space/Facilities requires an integrated approach where partnerships with community and corporate/commercial organisations and council (all areas) are considered together. Engagement across councils planning, asset management, traffic and transport, community capability building, youth, arts, cultural, recreation, disability, sport, health, open space planning, events, libraries are encouraged.
- Community Facilities need to be as unique in their design as their communities. There is no ‘one size fits all’ solution recommended in the literature for the provision of Community Facilities, in fact, the literature supports the exact opposite, as Community Facilities need to reflect the unique needs of the communities they serve.

Figure 1. Neighbourhood Focal Point Approach to Community Facility Provision



*Community Focal Points are a desirable outcome. A ‘Community Focal Point’ (CFP) is a means of enhancing community life by providing a ‘heart’ in each neighbourhood. Where there is a known set of places and activity familiar to and valued by residents. The core attributes of a CFP are illustrated in the diagram. The entire space is designed to enable and encourage community connections, in a relaxed, inclusive and welcoming environment that is enjoyable to be in.*

### Ownership, Governance and Management Trends

Smaller organisations with flat (2 level) structures are evident in New Zealand and are acknowledged to be able to operate in a more organic form within communities<sup>1</sup>. These types of organisations are easily able to adapt to changing needs and circumstances and are therefore better suited to managing changing community needs within community spaces. The tendency is for governance to be via Incorporations or Trusts, charitable or non-charitable and for the organisation missions encompass a wide set of objects.

<sup>1</sup> Sport & Recreation Hub Guide, Sport NZ, (2019)

The trend in New Zealand is toward hubbing community groups together. In the sport and recreation sector, the trend is toward umbrella entities that serve collectives to ensure higher level needs are met. These higher level needs include activities like programming, marketing, strategic and business case planning and facility operation and management as examples. The indication is that these trends within sport and recreation will flow through into Community Facilities.

There are Community Facilities that are run by Trusts/Incorporations that do a wider range of tasks and have a larger mandate than solely managing facilities. Many are managing across a range of facilities, programmes and events, and doing other activity related to community well-being, or social enterprise.

The trend indicates more will be established. Those that are operating autonomously are by and large, independently funded and they own or lease spaces. The umbrella entities tend to be more self-reliant, target a range of funding streams and build strategic partnerships. Often their lower cost structures and 'reach' enable services to be delivered at lower cost through member support, community grants and sponsorships or a range of other means.

## 6.2 History and background to 10 Shirley Road

### Background



The facility had a long history of involvement in the Shirley community and over recent times had become controversial because of uncertainty about its future post-earthquake (see notes in executive summary above). For much of its history, it provided a wealth of programmes and activities featuring high levels of self-funding, self-determination and activation. The earthquakes then struck and, in many ways, became a catalyst for changed thinking about community provision and in some ways actually, reinforce the value of facilities like 10 Shirley Road and what they contribute to a sense of community within an area. The earthquake had a number of consequences as summarised by local residents:

Participants also identified negative impacts on sense of community such as loss of housing and community facilities, displacement of residents and demographic changes. Participants, especially in Shirley and migrant and refugee communities, reported that many people were tending to 'stay at home' due to fear of continuing after-shocks, which contributed to social isolation. Across all communities, the loss of public facilities from earthquake damage, such as community halls, shops, libraries, parks, cafes and pubs, reduced opportunities for both formal and incidental social interaction.<sup>2</sup>

There were deputations to the community board in 2013 and there were a number of conversations between key groups in the community.



In September 2015 the Community Board instructed staff to develop a request for proposal for 10 Shirley Road. One proposal was received and that was from the Methodist Church of NZ (Crossways Group). This was for an approximately \$4.7M facility, seeking \$1.5M from Council. The Option was assessed, and the Community Board with Crossways sought advice on a length of term 33 years with a 16 year right of renewal. In the end, Council decided not to grant the lease for the development of a Crossways Community facility on this site. Much of the rationale

for the objections to the proposal seem to be based on Church ownership issues, and a lack of clarity or

<sup>2</sup> Thornley, J Ball, L Signal, K Lawson – Te Aho & E Rawson. Building community resilience: learning from the Canterbury earthquakes. <https://www.tandfonline.com/doi/full/10.1080/1177083X.2014.934846>

master planning for the area. There also seemed to be a clear lack of understanding of partnership language by both organisations, Council was unclear as to its future role and Crossways had not been able to clearly articulate its ability and willingness to be inclusive of the community. The mechanisms to make the project appealing to the wider community were not present and their application instead described in detail the Church operating system and hierarchy. They did, however, state clearly that:

“Future vision of the church as the hub of the community, outwardly focused, responsive to community needs and with multipurpose community facilities used seven days a week”

“Crossway Community Church, is committed to building a multi-purpose facility that can be used by a wide range of groups in the community” Com Board Report 2016

they reinforced this in their application stating: we intend to provide a facility that is inclusive and caters for all groups within the community, regardless of their age, ability, ethnic backgrounds or belief (5.1.5)

The background discussions paint a picture of some unease with a Church led project on the Council site and some residents in the community needed convincing of the value of this approach. There is a significant history to this project with the Methodist Church and Council’s Shirley/Papanui Community Board deputation’s, letters reports and Community Board recommendations. There are comments that the Crossways group were able to allay many of the fears of local groups at that time through open dialogue and discussion. At the same time, the Council completed a community consultation process. The work was undertaken by Open Strategies in November 2017. Its report provides a unique window into what local residents identified as needed in a new community facility. It contrasted in many ways with the proposal then submitted to the Shirley Papanui Community Board by Crossways.

A summary of where it aligned and where it differed is provided in the table below.

**Table 1. Alignment between the Open Strategies<sup>3</sup> Summary and the Crossways Project on what would be in a Community Facility**

Open Strategy (Community Consultation)	Crossways Project (Proposed Development)
Green space, community garden, playground	Some of this was proposed in the design although only adjacent to the building with much of the space overtaken by car-parking. The existing court space and playgrounds were to remain and a green space buffer toward Shirley Road.
To have a sense of being a ‘community facility’ (locally owned and operated – not a ‘business centre’)	Not identified as a business centre but language within the proposal identified Church Ownership and Church run operation, with advice from the community of users
Sufficient storage, ability to adapt spaces to changing needs	Not enough storage in the proposed Crossways development and this was a concern
Secular, have quite reading spaces	Obviously not secular but there would have been reading and quiet space
Flexible space multi-purpose but rooms that also dedicated to individual groups (permanent tenants)	The design provided a range of flexible spaces that could be multi-use. But much of it would not be able to be used permanently by groups as there was little storage in spaces and only one major storage area
A place to meet , prepare food, do classes, make new friends, sit in lounge chairs in comfort, small performances, connection with outside garden, meetings , young hang out, watch children play outside in safety in all-abilities space	Café, kitchen and rest rooms were put up front in the design closest to the entry areas, with a kitchen linked to a deck, unfortunately not linked to playground or outdoor court. The design was functional and there was little in the way of bumping, crossover or hangout space. There were significant office and meet spaces. There was significant building space allocated to Chapel and extended Church Hall as well as another hall space, more inclusive labels would have been useful for some of this space, acknowledging the significant Church investment with potential a Church and Chapel combined facility.

<sup>3</sup> Open Strategy was a seminar with local residents and interested parties, facilitated by the company Open Strategy which identified a number of important themes of Community Facilities, and in particular what a replacement facility would need to provide

In many ways this is perceived now as a watershed moment where a potentially good notion failed because of a lack of understanding of how to put it into practice by both Council, the community and Crossways.

In addition, since 2016 there has been minor progress with the site, as other projects have developed further momentum. These will be discussed further in the next section of the report they include: a new site for Crossways and Delta Churches combined; the upgrade of the St Albans Shirley Club; the provision of a facility on MacFarlane Park and the rebuild of Shirley Primary School, with its own school hall adjacent to 10 Shirley road. There are current plans (2019) for a mobile pump track to be placed on the site. There is pressure for this to be a permanent installation, but the report finds that it is better to have long term flexibility and adaptability in what might be provided.

## 6.3 Environmental Scan

### 6.3.1 Planning Review and Land Status

Christchurch City Council owns the land at 10 Shirley Road. It is a total of 9,042m<sup>2</sup> and is reserve land held "in trust for a local purpose (site for a community centre)". Section 23 of the Reserves Act 1977 identifies a "Local Purpose Reserve" as an area retained for community purposes. There is, therefore, a limited set of purposes for which this land can be used. In this case, community use would be appropriate for a range of activity not just for the provision of a community centre building.

Zoning: Open space community park zoned

### 6.3.2 Population and Demographics

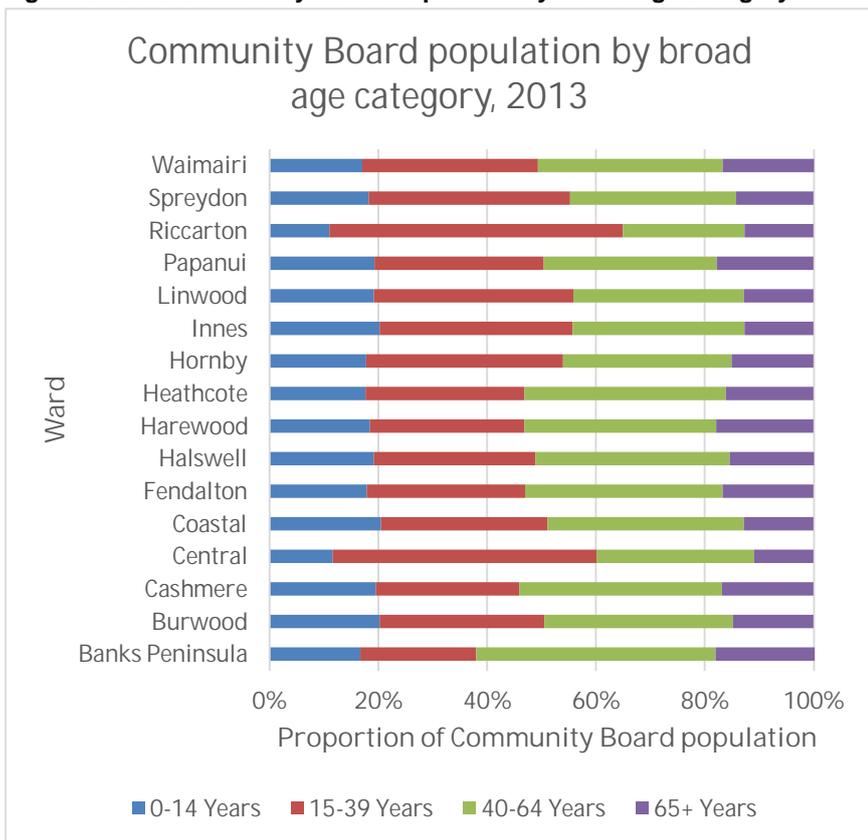
Area Unit age breakdowns are discussed in this demographic analysis. Six Census Area Units surround 10 Shirley Road. These areas are generally those associated with this site and their residents would feel most the loss of a Community Facility.

Figure 2. Area Units in Proximity to 10 Shirley Road



There was comment that people did travel from far and wide for the unique opportunities and character of the old 10 Shirley Road Community Centre but for our purposes a localised look at demographics is appropriate. It is also noted that St Albans will soon have a new community facility that will link into Edgware. An area unit adjacent to Shirley.

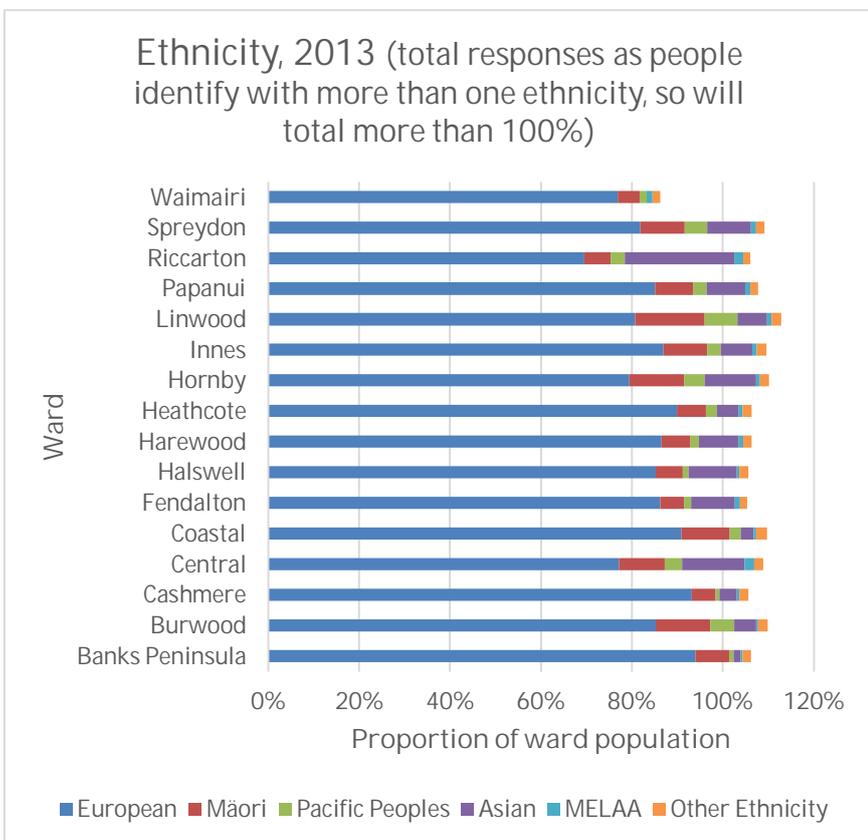
**Figure 3. CCC Community Board Population by Broad Age Category**



Papanui in comparison to other Ward areas had a higher percentage of (65+) in 2013, and fewer in late teen and family (15-39) age groups.

Innes has fewer in (65+) age groups and higher numbers in (0 -14 yrs) age groups.

**Figure 4. CCC Ethnic Group Percentage of population by Community Board Area**



Both Innes and Papanui are less multi-cultural than a number of other Wards but do have representation from Maori and Asian communities.

As we narrow our focus into the areas adjacent to 10 Shirley Road we have the following outcome in terms of median age projections (from 2013 base) 2018 – 2043.

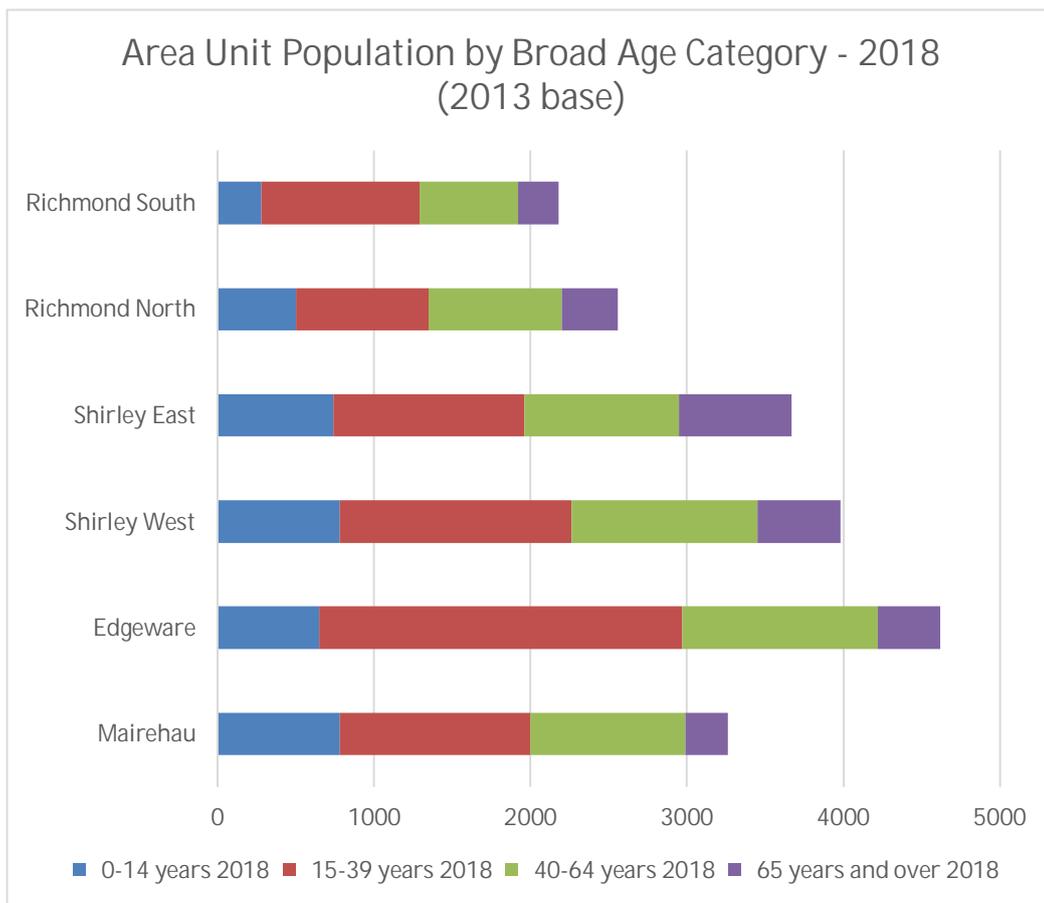
**Table 2. Median Age Projections by Census Area Unit - Shirley Richmond 2018-43**

Area Unit	Median Age Projection 2018	Median Age Projection 2043
Shirley West	35.3	42
Shirley East	37.5	40
Edgware	32.3	34
Mairehau	33.2	38
Richmond North	38.2	43
Richmond South	34.6	41
<b>Average</b>	<b>35.2</b>	<b>39.7</b>
<b>City Average</b>	<b>37.7</b>	<b>43</b>

Edgware will have the youngest median age group moving forward, followed by Mairehau. Richmond North and Shirley East have the older populations with median ages 38.2 and 37.5 in 2018 respectively.

According to the 2043 projections, in general terms these areas collectively will have slightly younger populations overall. Although to some extent these figures are biased by a larger younger population based in Edgware.

**Figure 5. Shirley Community Centre Catchment - Area Units by Age 2018**

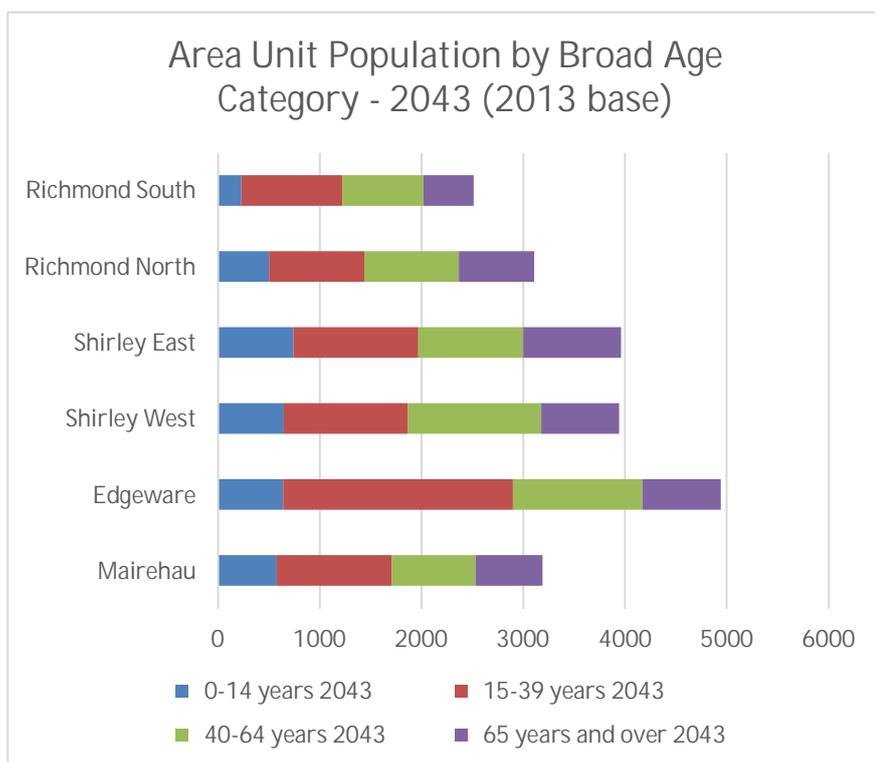


Shirley East has the higher proportion of older residents followed by Shirley West. Younger residents also reside in these areas in higher numbers.

Richmond North has a similar makeup to the above areas whereas Richmond South has quite a different makeup with fewer in young age groups and more older teens to mid-thirties.

Mairehau on the other hand has a greater percentage of younger residents. There is in general terms a greater percentage of older residents within walking distance (500m to 1k) of 10 Shirley Road

**Figure 6. Shirley Community Centre Catchment - Area Units by Age 2043**



The pattern changes over time and we can expect a Community Facility to be more oriented toward older age-groups as the population ages and older populations increase as a percentage of total population.

Richmond South in particular has many fewer under 15's than the rest of the Area Units.

### Focus on Richmond

There have been significant demographic reviews of both Richmond South and Richmond North completed by another consultant in Dec 2018 (Wiley report). The summary of those reviews relevant to the current study concluded:

The two areas are or have been quite different in their ethnicity as compared with New Zealand averages (Sport NZ Insights Tool):

- Richmond North has a much high percentage of Europeans than the national average
- Richmond South has slightly higher European ethnicity than the average

### Deprivation

**Table 3. 2013 Deprivation Figures Christchurch**

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
<b>Christchurch City</b>	<b>88,671</b>	<b>72,837</b>	<b>69,378</b>	<b>68,979</b>	<b>41,517</b>

Table 3 highlights that both Innes and Papanui are reasonably middle of the range when it comes to levels of deprivation if taken as a whole. Table 4 shows us things are different if we just concentrate on the study

areas (those closest to 10 Shirley Road) and we consider the percentage of residents in higher deprivation categories (6 and up).

**Table 4. Deprivation by Area Units (6 and above)**

Area Unit (2013 Census)	Population in the Area Unit with a deprivation score of 6 or above	Total Population Area Unit	% of total Population with Deprivation Score of 6 or higher	Average Deprivation Scores (2013)
Shirley West	2445	3609	68	8
Shirley East	2397	3456	69	8
Edgware	3315	3609	92	7
Mairehau	402	2985	13	5
Richmond North	825	2304	36	5
Richmond South	1851	1998	93	9
Christchurch			42	

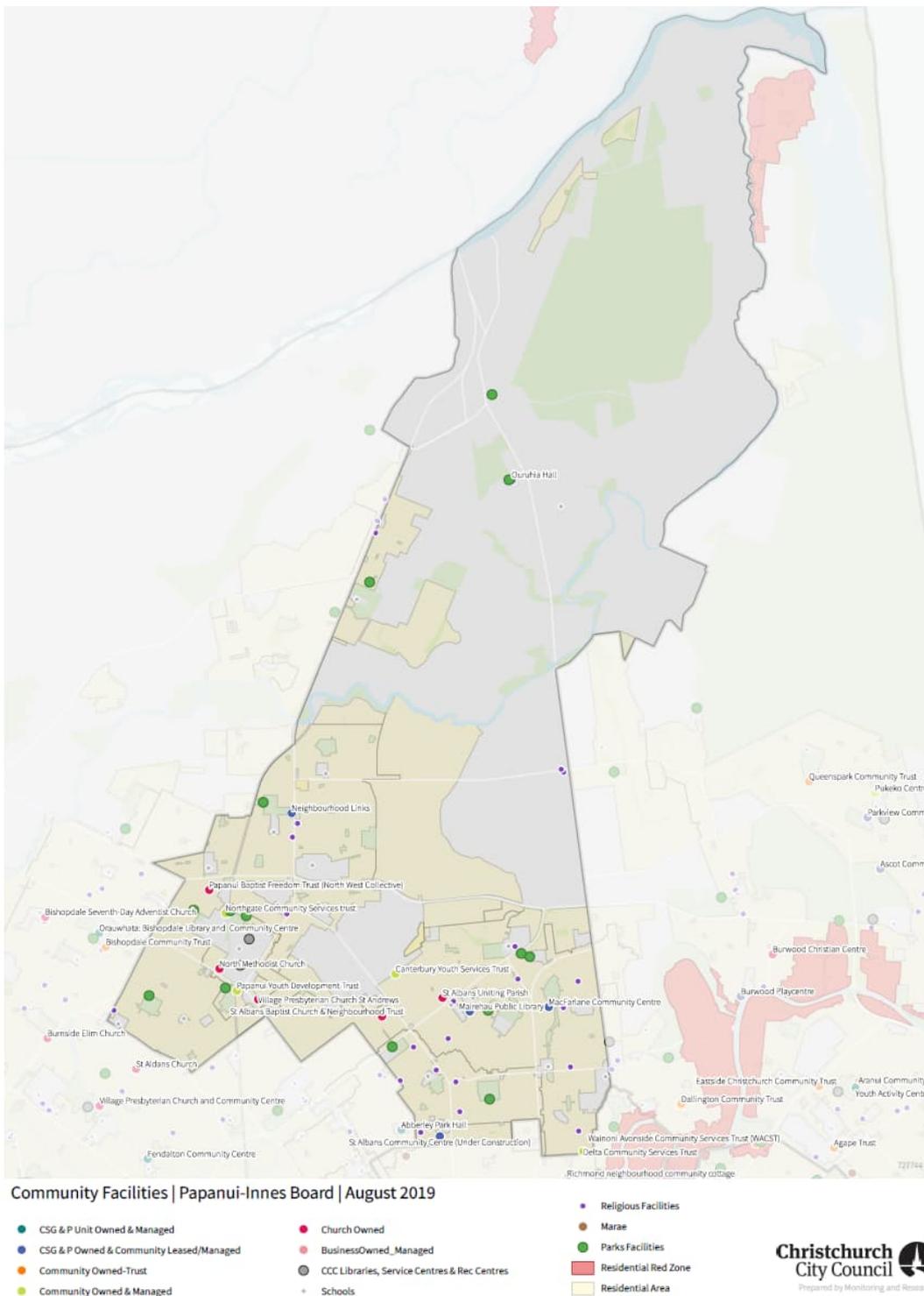
Here we see Richmond South, Edgware and Shirley have higher levels of deprivation (6 and above) as a percentage of total population, much higher than the Christchurch Average. These factors need to be considered in any analysis of the cost of access to community facilities.

## 6.4 Current Supply and Use

### Location of Provision

The figure below highlights where current facilities are located. There is no direct provision of Council facilities within the defined facility catchment area (Shirley, Richmond, Edgeware and Mairehau) and much of what is provided is Church based, with the area being home to a number of strong Church based Trusts. Although Papanui is dominant in this regard, Delta and Shirley Community Trusts are significant and positive providers either to the north/west or south/east of 10 Shirley Road. Avebury house is further away still but is the closest provision of secular nature and of a delivery model that was reminiscent of the operating mode of the Shirley Community Centre. There does appear to be a gap in the area identified on the boundary of Shirley and Richmond.

Figure 7. Geographical Map of Provision



### 6.4.1 Asset data Across Council Owned Community Facilities

The Population section above shows us that for the two combined Ward areas (Papanui and Innes) show slightly greater than average board population at (n= 4127) per facility. This suggests current provision is lower than the city-wide average in terms of community facilities.

**Table 5. Asset Performance Data Papanui / Innes Community Board**

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 <sup>2</sup> )	Av. Cond.	Av. Age.	Average Board Population per facility (based on 2013 Census Popn).
				Council owned facilities			
Papanui Innes	6	9	15	328*	1.5	37	3,320
Innes	6			328*	1.5	37	3,320
Papanui	0						
<b>TOTAL/AVERAGE</b>	<b>74</b>	<b>67</b>	<b>141</b>	<b>353</b>	<b>2.7</b>	<b>50</b>	<b>2,755</b>

Condition Key:

1= Very Good (no work required)

2= Good (only minor work required)

3= Fair (asset is serviceable, but some work required)

4= Poor (substantial work required in short term, asset barely serviceable)

5= Very Poor (major work required now)

Council provision across the community board is lower. The facilities identified include Ouruhia Hall, MacFarlane Community Centre, MacFarlane Park Neighbourhood Centre (formerly Plunket Rooms), Mairehau Public Library and the soon to be completed St Albans Community Centre all of which are Council owned and community managed. Council owned Avebury House (a parks asset) and relevant to the study but siting just outside the Papanui-Innes Community Board area.

### 6.4.2 Community Provision (Non-Council)

There seems a gap (or at least less provision) of non-Church community space across the Community Board, especially as we see the current range of facilities available is split between 'Community' and 'Church-based' Trusts, (See Figure 7, map of where Community Facilities are and who owns and manages them).

**Table 6. Facilities Supply 2019-20**

Facilities Identified as available/soon to be built	Detail
Shirley Intermediate School Hall/stage	Planned to start construction 2019
Banks Ave School	New facility starting 2019
Shirley Community Trust (Office)	Office in shop on Briggs road.
St Stevens Church	Currently at Shirley Intermediate Hall
Delta Community Support Trust and Crossways Community Church	Currently under construction 2019
Te Puna Oraka	Child-care facility
C3 Church	No available detail
Emmett Street Community Church	Not providing community space
Richmond Neighbourhood Cottage	CCC owned Community space available
St Albans Shirley Club	New Bar and Bistro and gaming spaces, social hall , conference venue for 340, wedding venue for 140. (show or productions twenty firsts etc) for events plus shows, bar facilities, children play area. There will be an area for meetings. Member and hire spaces 3 squash courts
Spartans (North Parade) Recreation Centre	Project proposed to utilise facilities left behind as a result of the movement of Shirley Boys High School to QE2.

### 6.4.3 Summary of All Known Proposed and Supplied Spaces (2018- 2020) (Council and Community Ownership, Community Managed Delivery)

Those facilities that appear to be available for public use/hire or as part of wider community programme delivery are listed in the table below.

**Table 7. Facility Spaces Available 2019-20**

Facility	Proposed or existing space	Dimensions (approx.)
Crossways and Delta <ul style="list-style-type: none"> <li>3 Meeting/drop in spaces</li> <li>7 multi office spaces</li> <li>1 parents room</li> <li>Two reception</li> </ul>	<ul style="list-style-type: none"> <li>Foodbank/store and reception</li> <li>Kitchens (2 small and 1 commercial)</li> <li>1 Hall / Activity Space</li> <li>Café</li> <li>2 worship/performance/sanctuary</li> <li>1 large meeting space</li> </ul>	(approx. 160 m <sup>2</sup> ) (approx. 110 m <sup>2</sup> ) (approx. 130 m <sup>2</sup> each) (approx. 56 m <sup>2</sup> )
Richmond Neighbourhood Cottage	<ul style="list-style-type: none"> <li>Main room</li> <li>Kitchen</li> </ul>	(max occupancy 30)
Shirley Library*	<ul style="list-style-type: none"> <li>Young Adults area</li> </ul>	(max 20 people)
Avebury House	<ul style="list-style-type: none"> <li>7 rooms</li> <li>Kitchen</li> <li>Quiet space</li> </ul>	Various sizes Commercial in size
MacFarlane Park Centre (MPC) (125 m <sup>2</sup> )	<ul style="list-style-type: none"> <li>3 rooms for hire</li> <li>Office</li> <li>Kitchen</li> </ul>	(max occupancy 50) Main Community Room (75 m <sup>2</sup> ) 2 small meeting rooms (12 m <sup>2</sup> each) small kitchen
Shirley Intermediate School (Hall)	<ul style="list-style-type: none"> <li>Multi-purpose hall and education space</li> </ul>	(approx. 500 m <sup>2</sup> )
Shirley Primary School	<ul style="list-style-type: none"> <li>Large hall</li> </ul>	(approx. 300 m <sup>2</sup> )
Avebury House Garden Trust	<ul style="list-style-type: none"> <li>Vege gardens, outdoor orchard, community spaces and programmes garden related</li> <li>Commercial grade kitchen</li> <li>Men's Shed and garages, toilet block</li> <li>Outdoor children's pool (Parks run)</li> </ul>	(Large two story colonial house)
St Albans and Shirley Working Men's Club	<ul style="list-style-type: none"> <li>Conference venue for 340 (pax)</li> <li>Bar and Restaurant with on license</li> <li>Board Room</li> <li>Kitchen and change facilities Commercial</li> <li>Squash Courts</li> </ul>	(approx. 240 m <sup>2</sup> ) (approx. 260 m <sup>2</sup> ) (approx. 30 m <sup>2</sup> )  3 courts
SPARTANS Recreation Centre (Proposed)	<ul style="list-style-type: none"> <li>Community Sport Court</li> <li>Outdoor Hockey</li> <li>Meeting and fitness</li> </ul>	Full BBall gym (approx. 700 m <sup>2</sup> ) Outdoor courts (full hockey turf) Fitness Gym Room
Shirley Tennis Club	<ul style="list-style-type: none"> <li>Community Meeting Space</li> </ul>	(approx. 60 m <sup>2</sup> )

\*closest CCC Library Facility

### 6.4.4 Current Supply Summary

In summary, the Community Board as a whole has a greater number of residents averaged across the available Council owned Community Facilities at 3,320 residents per facility than the average across the whole city network at 2,755 per facility. However, a significant increase in supply is coming online over the next few months to a year especially in relation to community and social gathering meeting space. This started with the MacFarlane Park facility continues with community space at both Delta Church and at the Richmond Club and the provision of the St Albans Community Centre.

It is less certain about the provision of recreation and sport space. Before this, there was little indoor sport space accepting that available at Shirley Boys High School. Now there will be additional squash facilities at the Richmond Club, Delta will have a small physical recreation space and it is hoped that the Shirley (Spartans North Parade space also becomes available to the community.

The above will increase the level of supply of certain types of provision but how facilities are operated will be crucial in understanding whether that additional supply will meet the need for community facilities and negate the loss of 10 Shirley Road.

It is clear that much of the supply is focused toward episodic use of spaces and very little toward long stay (craft, hobby related activities). This is a lack that is permeating the whole network at present where meeting space and multi-use space for hire is dominating over long term single use space. It is a concern in the context of this study that there is a supply of space available somewhere for long term hires and for community groups with limited resources to operate from and store materials and equipment. A possible exception to this will be the St Alban's Community Centre, but again this will depend on how the facility is designed and run.

In summary, there will be a supply of:

- Social and function space mainly with the addition of the St Albans Shirley working men's club and with a number of bookable spaces at the new Delta and Crossways facilities
- There will be at least four sites for children's and Oscar related programmes in the wider area
- There will be a number of smaller meeting and community group activity spaces in neighbourhoods in Shirley and Richmond
- Sport and recreation space is available potentially through activation of the Spartan Gym as a recreation centre, at MacFarlane Park, at St Alban's Shirley Working Men's Club in the form of clubs and three squash courts, at the schools in the area and a smaller indoor activity space at Delta Trust
- A range of garden related activity is also available in beside the Red Zone from Avebury House
- Social facilities and cafes are available in at least two locations
- Community group current user space at St Albans Community Centre

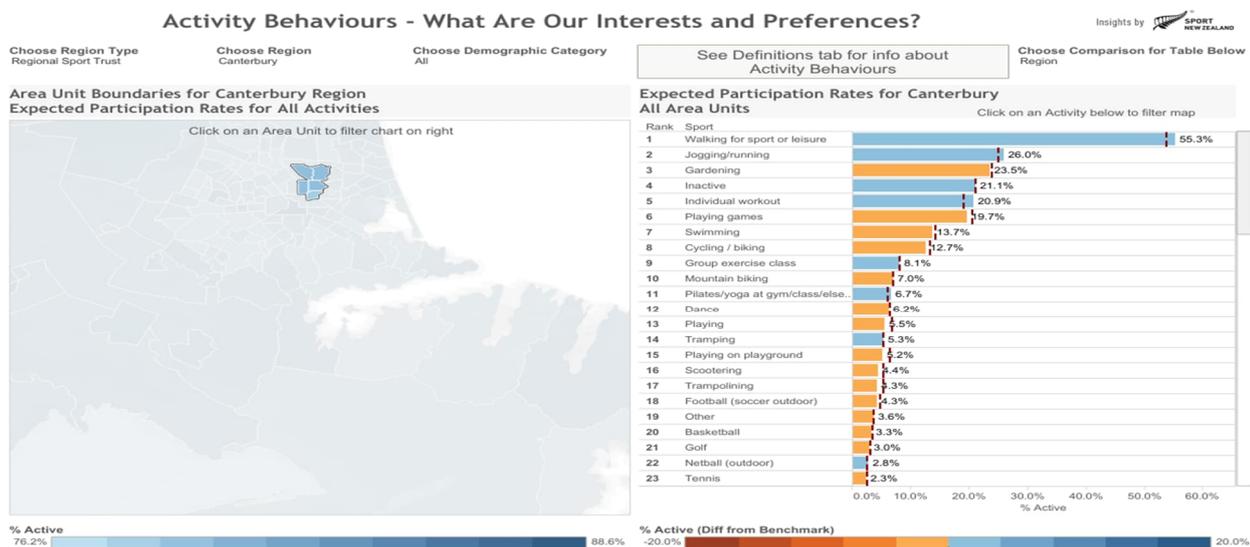
## 6.5 Activity Participation Insights

A comprehensive needs assessment based on a community survey was not possible within the resources available for the feasibility study, but there are areas of information that are relevant. The first of these is the Sport NZ activity data which identifies the physical activity participation of those living within Richmond (South and West), Shirley (South and East), Mairehau, and Edgeware. (See Figure 8).

Although this survey only captures physical activity and sport it does provide some insights into activity participation patterns in 2017 as compared with the rest of the Canterbury region. Generally, there are more residents walking and running, more inactive and more residents involved in Pilates, yoga and gym type classes and involved in individual workouts. Fewer involved in gardening (although when considered to the national average it was higher for these areas), in games, cycling, dance and in playground use and play.

### Sport NZ Insights Tool

Figure 8. Sport NZ Insights (Active NZ Survey 2017)



Modelled participation using data sourced from the Active NZ 2017 survey (last 7 days participation rates) and Statistics New Zealand Census 2013 Usually Resident Population for meshblock 2013 (<http://www.stats.govt.nz/Census/2013-census.aspx>). This work includes Statistics New Zealand's data which is licensed by Statistics New Zealand for re-use under the Creative Commons Attribution 4.0 International licence. Information/data in this visualisation indicates what people may be participating in, or more likely to be interested in. Several assumptions were made in developing this information/data, and care should be taken in using the information/data. Please contact Sport NZ if additional information on this resource is required.

## 7 Expressed Needs and Demand

### 7.1 Research Undertaken by Open Strategies

This workshop run by Open Strategies on 30 April 2015 identified some of the residents wishes for what they would like to do in a centre.

**Table 6. Workshop Feedback on Identified Activities**

Activity Type	Number of mentions comments by people at the meetings
Meeting social food related	9
Hobbies related	5
Activity/sport	3
Garden outdoor	4
Teens, youth , children, young people	8
Older residents	4

A significant proportion of this activity was outside the building or used the building as a staging point for activities and trips. Much of it was based on social engagement.

A range of activity was lost when the community facility at No. 10 Shirley Road was removed post-earthquake. The Open Strategies report identifies at least 29 different user groups (Appendix 3). It also shows that a number of these groups have now been re-established in other locations as would be normal in the circumstances. A notation on the document shows us:

- Senior Net (Moved to Westminster Street)
- Genealogists (to Parkview School)
- Pottery (disbanded)
- Parent Centre (to Bishopdale)
- Santa Workshop (to interim home at Shirley Intermediate)
- Canterbury Embroiders (to Hammersley Park)
- Shirley Recreational Walkers (meet on Chancellor Street)
- Shirley Leisure Group (finished up because no suitable building in the area on a main bus route)

### 7.2 Resident Comment on gaps (needs) in 2014

In 2014 resident's concerns centred on infrastructure issues (roads, river, walkways) and safety<sup>4</sup>. They moved on to be about the loss of community focal points. From 2013, a major issue reported through the media was the perceived need to bring back a new Community Centre at 10 Shirley Road and various steps along that journey<sup>5</sup>.

In general terms the perception about needs were expressed in a number of ways<sup>6</sup>.

Feedback from various residents local to the area around the Community Facility identified needs related to hobbies, history, the need for outdoor spaces and many of those who wrote in reflected on how busy the facility was. A few identified the difficulty in accessing other meeting space given that Churches and other options had disappeared. A number of suggested facilities were identified in a community survey (2018) (See Appendix 5) for a list of these. The activities popularity as listed were:

<sup>4</sup> Sarah Wiley (Dec 2018, p 20)

<sup>5</sup> Courtesy of Joanna Gould's work: <https://www.10shirleyroad.org.nz/timeline/>

<sup>6</sup> Feedback and letters collected by Trevor Cattermole via a letter drop in the area

Skate Park	10	All access play area	6
Faith based activities	10	Drop in centre	6
Dance classes	9	Facility for catering / learn cooking	6
Storage Facilities	9	Club and Recreation Programmes	5
Fruit Forest	8	Long term club lease	5
Arts and Crafts	8	Large hall	4
Exercise Classes	7	Hire venue	3
Outdoor recreation Spaces	7	Community Centre with meeting	1

Many of the activities listed could occur in an outdoor setting. There were also more significant responses for faith based activity whereas a community centre with meeting space was least favoured.

### 7.3 Community Needs Analysis for Richmond<sup>7</sup>

Sarah Wylie's independent report on Community Needs for Richmond identified a number of needs based on research and feedback from a total of 34 key informants across a number of influential organisations, some council staff and key Church Trusts in the area.

This study was an in-depth look at Richmond with a focus on literature search and key informant interviews. The research findings covered a number of areas, those of significance to the current study a summarised in terms of identified gaps in provision.

Gaps:

- Many people in Richmond are struggling financially making affordability of 'recreation and social opportunities an issue - there is a lack of low cost physical recreation and sport opportunities for children and young people, and a lack of low cost, creative and fun activities for after- school and school holidays
- Community values community events and wants more of them
- Mental health needs (adults through to children identified as a gap) suggesting a new role for a mental health worker based at Delta Trust.
- Need for improved playground facilities across Richmond targeting pre-schoolers and small children

A recommendation within the report related to 10 Shirley Road, (p 10) states:

The present findings do not support development of a community facility on the 10 Shirley Rd site at this time, but rather, either development of the land into a park with active play equipment suited to a wide range of ages, or development into a tidy transitional green space, and a decision made regarding development of a building on-site only once school, church and other community centre rebuilds and developments currently in the pipeline or underway are completed and accurate demographic data on the population is available. The site appears to "resonate" more for Shirley residents and residents of the north part of Richmond than for Richmond as a whole. The former facility was seen as a Shirley community one. <sup>[SEP]</sup>

Wylie referred also to the Richmond South aspect of the 2017 Regenerate Community Profile where needs were related to what has been available and concluding there was need expressed for:

..a revitalisation of the community through opportunities to connect socially and develop strong community identity. Community events including markets, festivals and events for children were identified.

<sup>7</sup> Sarah Wylie Dec 2018

## 7.4 Demand Participation Trends from Wylie Report

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Demand was expressed for a range of provision<sup>8</sup>:

Indoor facility related:

- Large and small meeting space
- Welcoming reception, community feel, true community space
- Spaces suitable for Zumba and fitness classes
- Dedicated storage
- Hall with stage
- Commercial kitchen

Park/ outdoor recreation related:

- Community garden, fruit forest
- Accessible adventure playground
- Skate park
- Paddling pool

## 8 Need and Gap Assessment

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Needs were prefaced on an understanding that Richmond has lost some of its affluence moving higher on the deprivation index as housing was sold as-is-where-is post-earthquake. In general, the needs expressed by residents (via written submissions) are affected by thoughts of what once was available at the Richmond Community Centre. The offerings at this facility were impressive and comprehensive so it is natural to want to replicate these. Some of the needs expressed have been met by a re-supply of new Church, School and other providers and some would be met by a re-shaping of the physical environment. However, there is no guarantee that the gaps will be filled with the new provision of meeting and multi-purpose space from the new Church facilities and from the new Richmond Club because many of these spaces are multi-use or meeting and social focused.

### Summary of Need

Figure 9 identifies the impact of need in relation to this project. Need is expressed as an 'attribute' of which there are several that are usually present when determining the need for a development. Few of the attribute show particularly high scores for need. Many sit in the middle, as do many of the parameters (deprivation, ethnicity, population age structure). There is strong need expressed in both directions for a facility and they tend to cancel each other out. The specific areas where there is evidence of need however include needs that resonate as important and are considered as 'lost' and needing to be 'replaced' include:

- The indoor arts and crafts space, particularly for older adults
- Long stay spaces and in particular with storage spaces for community groups.
- Active play space for younger residents
- 'Hang space' teenage residents.
- Public assembly community event social gathering and performance green space (It is evident from looking at a map that there are few communal gathering points in this area. The Primary School on Shirley Road overlooking the Community Centre site backs away from the road, the shopping complex and mall are present but not appropriate as a community gathering spot for community activity, whereas 10 Shirley Road could be used in this way, along with MacFarlane Park, Avebury House and red zone land. It could also provide an environment for gap filler type provision.

Lower cost provision of space (all types activity and community programmes) is critical.

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<sup>8</sup> Sarah Wylie (Dec 2018, p 18)

With an aging population, it is important to also consider what has been lost that would be of value to older adults and this would be some activity provision, particularly craft and hobby focused activities including gardening.

- The already mentioned space for older adult and long stay activities of a craft and hobbies nature
- Secular Bumping space (for casual interactions and cross-over between activities and areas) for adults like that provided in libraries

With increases in younger populations in some areas continued and increased provision could include:

- School and pre-school age play, game and playground area space (See Insights and Sarah Wiley summary), linked in particular to young people population growth mainly in Shirley and Edgware
- Community activity storage space.

Although there is increased provision there is still a need to consider areas where additional provision would provide a more well-rounded distribution of community activity. There are opportunities also for new and innovative gap filler and other types of provision in the catchment area that are less traditional and more about community provision that is future focused.

**Figure 9. FST 1. Shirley Community Centre**

FST 1. Community Facility Needs Assessment - Template							
Community Name: Shirley Community Centre		SCORE					Comments
Attribute	How Assessed	Low		High			
		1	2	3	4	5	
Expressed demand	Strength of community comment in support			X			Depending who you ask there is a groundswell of interest in the development of a facility at 10 Shirley road, but others can see that much additional supply arriving
Population growth	(1<=+1% to 5>=5% population growth in the area		X				No major change predicted
Aging population	Evidence of increasing aging population			X			There is evidence of aging population across the areas more so in Shirley East and Richmond North
Young population	Evidence of > young population			X			Shirley and Edgware and Innes as a Ward all have high levels of young people projected
Activity volume	Evidence of < activity than average			X			There needs to be activity spaces for older adults craft and arts long stay and for school and pre-school play and programmes
Activity space	Evidence of < activity space than average	X					There will be many spaces for activity especially if the new projects deliver on promises for community accessibility (Delta, St Albans Shirley Club as examples). Also, old Shirley Boys High School, gym and spaces
Programmed space	Evidence of < Programmed space than average (Av=3)		X				Delta Trust and Shirley Community Trust have employed programmers, both Church based, Avebury has community programming, no recreation centre in the area
Drop-in space	Evidence of < Drop-in space than average (Av=3)				X		Little provision, little provision also in the closest Library outside the area at the Palms
Public transport	Estimated % reliant on Public transport		X				Plenty of options but ability to pay limited for a number of residents (Sarah Wiley Report)
Deprivation	(1=(least deprived) - 5=(most-deprived) via Census Qs)				X		There are more people with higher than average deprivation across the relevant area units, so community based needs for a Community Facility are higher
Ethnic diversity	Evidence of increasing ethnic diversity	X					Ethnic diversity is not a strong feature of the area
Total Score	Scores below 22 are considered to be low and scores above 33 are considered to be High	28					

## 9 Discussion

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### **Fit with Christchurch City Council Network Plan** (Currently under development by GLG)

The plan will reinforce the importance of Community Up, and Community Led initiatives. There are several such initiatives currently underway that are supported by the Council. This report recommends a continuation of this approach where there is a clear and evident need. In other words; once there is clear information of a need it is good to share that with Community groups who can lead in the development of appropriate solutions and build the necessary community connections to ensure its workability and relevance at the community level.

Providing hubs and focal points are important network plan outcomes. In this case, the provision is distributed into a number of facility points with the potential for community, recreation and sporting space to be hubbed in facilities formerly used by Shirley Boys High School. This would need to be a community initiated and led approach.

The Network plan and this study have recognised the significant role of Churches and although they have a substantial reach and influence in terms of programmes and facilities in the target communities for this study they do not cover all types of community delivery and are not all residents will use Church facilities. This is acknowledged and recognised and some of the gaps in provision are focused on other options delivering community outcomes that are complementary to the work of the Churches in the area.

The Network plan considers the importance of 'community ownership' and 'partnership' and identifies that in some cases and in some situations where there is a strong community organisation it is better that they, where appropriate, 'govern the asset', giving them full control over outcomes associated with it. Where there is no motivation from the community or where there is a concern about the organisation's ability to manage the asset for community-wide purposes then Council may decide to own the asset even if they then lease that asset to a community group to manage. Partnership, from a Council perspective, is about ways that Council and Community groups can work together toward agreed outcomes and delivering best value for the community.

The Network Plan research points to community-led initiatives achieving higher participation and activation rates. Council is likely to focus more on supporting Community builds in future than in putting back Council driven community space.

### **Breaking out of the box**

10 Shirley Road is a good candidate for re-imaging the use of some open space (parkland) in local communities. Place-making research, undertaken by the Project for Public Spaces identifies parks and urban open space as 'centres of community activity'. They make the point that often open space becomes a location for community centres (of a single-use type) and not a multi-use type. They recommend that in order for the spaces to really work for the community they need to use a community-led approach, link any building to the park space, involve children, establish partnerships, use flexible and adaptable management, reflect the diversity of the community. One key theme is to not be afraid to 'break out of the box'.

The space at 10 Shirley Road is an ideal location to consider in this way. Firstly, it has a rich history of provision of community services, firstly as a school then as a community facility. Secondly, there are few public open spaces in proximity to the site, so its value as a public open space is significant. It is not a traditional park or reserve but given the lack of close proximity of reserves land to the locals, it is of value to the immediate neighbourhood. Thirdly, there have already been activities, and installations placed on the site, pre-school, half-basketball court and car park, that have added a dimension to use of the space.

It has become a dynamic site in a busy area where change will be noticed as opposed to a back area or urban reserve that tends to house static installations (tennis courts, playgrounds, sports fields). Although there are some who would want permanent activities locked onto the site; given its proximity to transport and its high visibility it would be a shame for it to be locked into one type of use when it has opportunity to be a

flexible and changing community space for the whole community and different interest groups at different times. Its high visibility is particularly attractive to young people.

Breaking out of the box is a metaphor for re-imagining the site as a flexible space that does not need to be a building and that could provide a range of exciting activity and opportunity for the community as a whole. With the right infrastructure, this site could provide a changing set of activity with installations and events coming and going over time. Council has already developed the Project for Public Spaces movement in working with young people to provide a temporary Pump track on the site. This project ticks many of the right boxes. It is locally driven with children’s input. It is an initiative that resonates with the potential of the site. It is temporary and could move to other park sites nearby over time making it a neighbourhood installation. It brings a dynamic activity to the area. It is not a permanent occupation of a site that could over time be used for many different things. It also adds value to the existing infrastructure on the site. There are many activities that could be provided some of those listed below have been suggested from those who live locally

**Table 7. Potential Activity for the 10 Shirley Road Site**

Potential Activities for an Open Space location (a number of many potential activities)	Meeting needs
<ul style="list-style-type: none"> <li>• Temporary children’s play area (under canopy)</li> <li>• Small Market</li> <li>• Food and Coffee cart (RCAN idea)</li> <li>• Mobile Climbing Wall</li> <li>• Mobile trampoline bungy (summer)</li> <li>• Pump Track (mini velodrome crossed with BMX)</li> <li>• Tiny shops village</li> <li>• Pop up / mobile skateboarding</li> <li>• Super street arcade</li> <li>• Public Lectures</li> <li>• Grass Games</li> <li>• Tour by buggy</li> <li>• Pop-up book swap</li> <li>• Pop up mini theatre</li> <li>• Community and Long Lunches</li> <li>• Retro sports – Ki-o-Rahi</li> <li>• Staging point for walks</li> <li>• Random acts of music</li> <li>• Outdoor Cinema</li> <li>• Croquet</li> <li>• Grandstand</li> <li>• Street performance and busking</li> <li>• Summer times and Bread and circuses venue</li> <li>• Book swap</li> <li>• Fitness circuit</li> </ul>	<p>There are an almost endless number of community activities that can happen within the bounds of the site of 10 Shirley Road. Especially given its access from a school, on a significant main road, near a set of shops with an easy ability to advertise activities and to showcase them in an open visible site.</p> <p>Activity options could also include temporary structures that would enable some link to an indoor space, small and multi-use. There is potential for a storage component to the site and if there was a level of under surface infrastructure the site would then be accessible for a range of purposes.</p> <p>Infrastructure of value would be the same type of services required for an event venue and would include: power supply, water supply, potential toilet, hard and soft surface areas, anchor points and potential for a structure or canopy. Lighting and pathway design to be able to protect open space, CEPTED considerations, tree and wind break areas, landscaping in keeping with an event space, easy access and open site lines.</p>

With the provision of the correct infrastructure this site could be reborn as a new interpretation of a contemporary community centre. It would not in this configuration be all things to all groups and it would not replace indoor community activity of a nature that was present in 10 Shirley Road before the earthquakes, but it would bring a vibrancy and new interpretation to the space as Christchurch has learnt to do with the work of Gap Filler post 2011 earthquakes.

The key to the success of this site are the following:

- Being able to put infrastructure into the area to allow for and enable some of the activity listed
- Partnerships with the community to ensure the site was fully programmed and fully funded
- Having an entity that could and would co-ordinate activity on the site on behalf of the community as part of what they do in community delivery, ensuring the activity was appropriate, community driven and would meet needs of local people for community activity

This use of the site as valued open space would be positive, activity and vibrancy based. If operated correctly, it would meet community need for activity, leisure, recreation, entertainment, fun, community building and civic connection. Some of the activity could be related to health and welfare, community development, crime prevention and more. Some of the activity that currently exists in indoor spaces such as those at Delta Trust, and Shirley Community Trust and Avebury House could be taken to 10 Shirley Road. In this way, the site could act as an extension location for other community bases spreading activity across the community rather than asking people to come into a facility. The location of 10 Shirley Road is perfect for this as there is no other Trust close by and yet the location is important to Shirley, Edgeware, Mairehau and Richmond.

There are a number of organisations present in the Shirley and Richmond areas with significant capability. This coupled with a pending increased facility footprint (at Delta Trust) suggests that there is less need for another new community facility of the type that Council has built in other locations in the city. The Delta and Shirley Community Trusts have both expressed a level of concern that a new Council facility might duplicate provision. Geoff Siave, Principal Shirley Intermediate School and Steve Jones-Poole from the Shirley Village project have also indicated that they believe there is enough capacity already in the wider areas.

Where there may be an issue is the lack of permanent spaces or long stay spaces for community groups. Some prudent use of existing facilities of Trusts and organisations through allocation of space, or some further capacity being added to these facilities to cater to long stay community groups is an alternative solution.

### **Need for a Focal Point**

The question of focal points for the community has been raised. In discussions with Steve Jones-Poole, his experience tends to suggest the right scale for thinking about community is neighbourhood and in particular the homogeneity of a particular neighbourhood. The Shirley Village project umbrellas the area Hills Road, Shirley Road, Marshlands Road and Briggs Road. This is the neighbourhood focus for work of the Shirley Village enabling them to concentrate on specific needs and a specific target grouping.

The natural central focus is MacFarlane Park, and this is where the activity of the Shirley Community Trust is based. Where there is a known place for neighbourhood focus his experience is that it is easier to have familiarity of space that leads to community connection. A focus in the Richmond area is less easy to determine, but reasonably central in these areas will be the new Delta and Crossways facility. This significant facility with its large number of spaces could easily become (if it is not already, based around the existing operation) a key focus for the wider Richmond area Community. Avebury House although on the red zone margin is also fulfilling a role in this regard for a range of community activity including extensive involvement through events and community garden adjacent to the red zone.

In summary, whereas 10 Shirley Road was a central place for both Richmond and Shirley in the past and a range of activity occurred there, now it appears that the focus has shifted to even more localised solutions for community service provision at the neighbourhood level; not just services of a 'wellbeing' nature, but also community services and activity spaces. An important question is how to gain greater activation of spaces and the great feeling of having community ownership in the spaces.

Although there is not a recommendation for a building at 10 Shirley Road this does not mean that there is no suggestion for activation of this space. And that it is significant for both these communities. Like the Red zone land, there are challenges with what can happen, and it is important that the spaces are perceived as making some measurable contribution. 10 Shirley Road can do this in a number of ways. First and foremost, it is an open space, where there are few publicly available open spaces. MacFarlane Park to the East, Burwood Park to the North, the Red Zone to the North East and St Albans Park to the South are all at quite some distance from 10 Shirley Road with large areas of urban housing filling most of the surrounding neighbourhoods. The value of this space as open space is, therefore, higher than would normally be the case. As open space, there are many ways it can be used on a temporary basis for pump tracks (as is proposed) as an event space, for night markets and a range of other gap-filler type activities that would still see the area well utilised.

## Summary

10 Shirley Road is no longer a clearly defined neighbourhood focal point. It is if you think very locally in the streets just around the space, but the logic breaks down if you consider the wider catchment, both sides of North Avon Road and into MacFarlane park catchment.

There are now many more facilities in the area and more still proposed. The two schools Shirley Intermediate, and Banks Ave School will now consolidate on existing and redundant High school land with rebuilds. The activation of 10 Shirley Road as proposed via an existing or community generated Trust which will add considerable energy and interest to the significant community space.

## 10 Options

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A range of options is being considered to meet the identified gaps in provision and to be an appropriate provision moving forward in line with thinking informing the draft Community Facility Network Plan currently under development.

The options are not binary; it is not a question of whether to put a facility back on the site or not. It is more complex than that if we consider the need for any provision to be well managed and meet the needs of the community we must then also consider not only the bricks and mortar components but governance and management. Therefore, the more appropriate question is how we can ensure the delivery of Community Services in the area to meet gaps in provision and to provide a sustainable solution to capture long term opportunities for community activities to occur.

An important consideration in this options analysis is how to achieve a sustainable outcome, not just for the community but for Council. One other factor is how to ensure any provision aligns with what is currently and likely to happen in the foreseeable future. This is because the community is a dynamic place and new initiatives are happening all the time. This means the provision solution needs to be flexible to adapt to changing circumstances over time.

### **OPTION 1: Council asset based solution**

Rebuild a Council owned Community Centre at 10 Shirley Road

- Council operates using existing vessel for hire model
- New outdoor facilities developed for a range of activities
- Support Delta and Shirley Community Trust to activate the new facility

### **OPTION 2: Non-Council outdoor facilities and off-site Trust asset based solution**

Support an existing Trust based solution featuring:

- Activation of 10 Shirley Road by a Trust/s as a key open space
- New outdoor facilities developed for a range of activities, but not a community centre building development
- Support Delta, Shirley Community Trust and Avebury House to develop activity/spaces to meet gaps in provision unable to be physically provided at 10 Shirley Road within current resources available

### **OPTION 3: Do nothing and review**

Contends that with the new capacity (Working Men's Club, Shirley Community Trust and Delta) there is no need to develop additional facility capacity and/or Trusts that activate 10 Shirley Road.

**Table 8. Options Analysis - 10 Shirley Road**

Criteria for Option Selection	<b>OPTION 1</b> <b>Council asset based solution:</b> Rebuild a Council owned Community Centre at 10 Shirley Road	<b>OPTION 2 (Preferred Option)</b> <b>Non-Council outdoor facilities and off-site Trust asset based solution</b>	<b>OPTION 3</b> <b>Do nothing</b> Contends sufficient capacity no development
Meets gap identified for continuous long term space occupancy for a range of hobbies, craft and community activities	Yes	Potentially in the new spaces at Delta, St Albans Shirley Club	No
Can provide bump and hang and casual drop in space	No, unless delivered by a Community organisation tenant	Partly but at non-Council (Trust) sites	Partly but at non-Council (Trust) sites
Is not driven by a Church based delivery but works alongside this delivery in a complementary way	Yes	No, this option would result in Church driven solutions	No, this option would result in Church driven solutions
A Community Facility becomes a hub and a focal point	Less likely as it is a stand-alone site but with the advantage of being located on a main road	Partly, depending on level of activation 10 Shirley Road could become more of a hub for outdoor, performance activity	Partly, no major focal point. Multiple smaller focal points, potential for hubs to evolve over time
Enables gap filler, out of the box utilisation of spaces	Limited and less likely	Yes	Yes at 10 Shirley Road this would be Community driven at current rate
Enables open space to remain at 10 Shirley Road	No	Yes	Yes
Reduces Council financial and management involvement as per CFNP strategic direction	No	Yes	Yes
Will provide community accessible space	Yes	Yes, Church based	Yes
Is a non-council solution driven by community aspirations	Could be if controlled and owned by a Trust	Yes	No
Will unlock community based funding and expertise of local community	Unlikely, if controlled and owned by a Council	Yes, this already is the case, but funding would be sought to support specific programme development	No
Becomes efficient and economic, funds are spent on a facility with high activation	Could be if controlled by an activating Trust	Yes	N/A

## 10.1 Preferred Option

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Option 2 of **Building Infrastructure and Capacity for Outdoor Event Space at 10 Shirley Road** is the preferred option for future use of the 10 Shirley Road site. Option 2 provides a meaningful “out of the box” provision to 10 Shirley Road; is a real opportunity to transition the space into more modern and flexible community provision. None of the options provide a certainty around local provision of space for long-stay community provision (inside a community centre) beyond that provided by facilities owned and operated by Church Trusts in the area and adjacent provision via Avebury House. However, this gap could be partly filled with further expansion of community space elsewhere in the Community Board area over time, for example within the about to be built St Albans Community Centre or via upgrades to Schools in proximity (Banks Avenue Primary School, Shirley Intermediate.)

The first step would be to find a community agency willing to oversee this development.<sup>9</sup> In conjunction with Council they would build a plan of the activity potential for the site (see preliminary outline table 9, which provides some options for engaging with organisations to support Option 2 outcomes) . And then create a picture of the necessary additional infrastructure to fit that plan. Infrastructure in this case could be designated area/s for events, stalls, installations and displays, performances and to map the infrastructure services that would then be required such as power, lighting, toilets, seating, car parking, pathways, etc. Places for signage facing the street would also be important in the space .

Creating a space that can be as flexible as possible actually requires planning and the careful positioning of underlying services. None of this is worth doing unless equal amounts of work are put into understanding how the site would be activated such as a group dedicated to making sure there is a programmed annual calendar of activities on the site to meet the various expressed community need. A governance capability to carry-out the work of developing the plan would include: running some events; managing the change-over of the space from Pump track to (for example Noodle Market for three weeks), and a host of other actionable programming tasks or whatever is required. There are groups in the community currently activating community space and red zone areas as well as Churches which would also have an interest in this project.

## 11 Ownership, Governance and Management Review

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### Governance and Trusts as vehicles to drive Community Outcomes

One key issue is how to gain a level of co-ordination of efforts across these neighbourhoods. Implicit in this is the need for focal points. In one sense the facility at 10 Shirley Road was this focal point prior to the earthquakes, but now the focal points have become more localised into specific neighbourhoods which seems to make more sense especially given the new facilities being created. In particular, the Shirley Community Trust has become focused into the MacFarlane Park area and neighbourhood West of Shirley Road. These areas all have similar issues and can be considered holistically in any future Neighbourhood plan for the area. The Shirley Village Project umbrellas almost 25-30 organisations in this area and some of the work of Trusts in the area is about co-ordinated activity specifically around the Community Facility on Acheson Avenue.

The same could be said for the Richmond neighbourhood with a significant amount of work going into building a sense of community in the housing estates beside Avebury House and in the areas around Delta and Crossways. The umbrella entity in this case Richmond Community Action Network (RCAN), supported by Delta Trust, fulfils a similar role as the Shirley Village Project in bringing groups together at the community level

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<sup>9</sup> The level of activation most appropriate for the area would require a level of service delivery beyond that provided by Council in terms of the active programming and event space use. Councils role in providing bigger infrastructure would complement community driven activation.

Each Trust and its umbrella collectives in the area has a limited reach that naturally extends to the boundary of the Neighbourhood they serve and within the context in which the various Trusts operate. The main Trusts and informal Umbrella collectives in the Richmond / Shirley areas have the following Mission:

### ***Umbrella Collectives (Action and Collaborative Groups of Community Organisations)***

*RCAN Informal network of a wide range of agencies and community groups facilitated by Delta Trust*

*Shirley Village Project wide focus project similar to RCAN*

*Te Puna Oraka – Shirley Hub aims to provide a base (the Hub) where families with young children living in Shirley area can access services that will support their parenting and improve health and wellbeing outcomes for children aged from birth to 6 years.*

### ***Trusts and Incorporations***

*Delta Community Trust. “Our Mission and Values are embodied in the Delta Pictorial Creed (right). In response to Christ’s love, we seek to empower people in Richmond and wider Christchurch to participate fully in community life by assisting them to establish positive relationships and personal growth.*

*Shirley Community Trust “Our mission is “responding in Christian love to local social needs holistically by empowering people through a range of community-led development initiatives in the Shirley Community”.*

*Avebury House. “Avebury is a social enterprise that invests revenue in fostering community connections and providing an environment in which educational, social and cultural activities can flourish and has a vision to be a hub for the Richmond Community”.*

### **Governance Options Analysis**

Using existing community governance structure/capability is recommended. There are a number of candidate organisations already existing in the community a consideration of the costs and benefits of using each one to drive the recommendations in this report are investigated in Table 9.

**Table 9. Governance options toward increased activation of 10 Shirley Road.**

Option	Description	Positives of approach	Negatives of approach
<p><b>Support an existing Trust</b> (Avebury House, Delta Trust, Shirley Community Trust), Eastern Sport and Recreation</p>	<ul style="list-style-type: none"> <li>Find a Trust doing good work and work with it to provide community outcomes via partnership with Council.</li> <li>Other partnerships will be equally important for the Trust/Incorporation success</li> </ul>	<p>Easier for Council to work with one organisation than with many at once and these Trusts are part of a wider network (RCAN)</p>	<ul style="list-style-type: none"> <li>Unfavourable treatment of one Trust over others</li> <li>Not one Trust that spans these two neighbourhoods</li> <li>Would be either Church or Non-church aligned</li> <li>That trust would not necessarily hold the vision (Community Plan) for the whole area</li> </ul>
<p><b>Work with Umbrella Organisations more directly</b></p>	<ul style="list-style-type: none"> <li>Further support the work with Richmond Community Action Network (RCAN) and The Shirley Village</li> <li>These organisations provide the vision and create community action plans that are wider than just community activities (See appendices)</li> </ul>	<ul style="list-style-type: none"> <li>These organisations umbrella a number of other community groups and government agencies, so they know what is going on</li> <li>The umbrella concept means that they have the ear of the community through the multiple groups that are connected together</li> <li>These groups are in touch with various Trusts in the Community</li> <li>Steering Groups for these umbrella entities can connect across structures and be the point of contact for Council and other key partners</li> </ul>	<p>Often the umbrella entity does not have direct capability to deliver on outcomes as cost is a significant barrier</p>
<p><b>'All comers' Approach</b> Continue to provide support in a non-strategic way to any and all community organisation's big and small, in keeping with outcomes in the Community Facilities Network Plan</p>	<p>Work with all organisations equitably. Create a plan for community based around the Community facilities Network Plan</p>	<ul style="list-style-type: none"> <li>Perceived as fair</li> <li>Council is not partisan</li> </ul>	<ul style="list-style-type: none"> <li>Less effective in increasing the value of funding and other support against an agreed community plan</li> <li>Council will need to manage the community planning process on behalf of community groups</li> <li>Councils role does not cover Welfare, Crime, Social and Housing areas directly</li> </ul>

## **12 Project Financials and Business Case**

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### **12.1 Capital Cost Options**

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Subject to agreement to Preferred Option 2 this becomes a CCC Parks project and will need a budget allocated to undertake the works once determined through the planning process.

### **12.2 Operating and Cash Flows**

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Subject to agreement to Preferred Option 2 this becomes a CCC Parks responsibility to fund the maintenance and care of the physical infrastructure and a community responsibility for organising, coordinating and funding the activation programmes and events.

### **12.3 Project Funding Approach**

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#### **12.3.1 Capital Funding Options**

Option 2 is relatively low capital cost project in terms of physical infrastructure, landscaping, car parking and other aspects related to the site with most if not all Capex funded through CCC Parks.

#### **12.3.2 Operational Funding Options**

For community led activity there are many potential funders. There is a significant list of potential funders among them are:

- Vodafone
- Youthtown
- COGS
- Rata Foundation
- Mainland Foundation
- NZ Lottery Grants Board
- Pub Charity
- The Southern Trust
- NZ Community Trust
- Air Rescue
- Sport Canterbury – Kiwisport
- Ministry of Social Development

A key funder of community activity is Christchurch City Council via its Strengthening Community Grants and other funds. Council also funds activity via its Long Term Plan process.

## 13 Appendices

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### 13.1 Appendix 1. Key Informant Interviews

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#### Meeting: 23<sup>rd</sup> January with Stacey Holbrough: Community Development Advisor – Papanui, CCC

##### **Shirley Community Centre Discussion:**

At the last annual plan there was urgency for this process to be sorted. I.E a solution to what happens to the Shirley Community Centre and the LTP allocation.

It was identified that previously lots of groups needed a facility. Shirley was a great facility because of the model they used. A Council facility now may not work for these groups because of the requirement to pack-in and pack out and share space not have your own designated spaces. Ownership is a key issue.

##### **Shirley Project**

We now have the MacFarlane Park Centre run by the (Shirley Community Trust). This Trust is connected to the St Stephens Church, corner Emmett Street and Shirley Avenue. They run some good programmes and have a community facility that has just been positioned onto the park with a help of CCC. This has placed extra capacity in the area mainly programme focused.

Re the Community Centre rebuild. When they first started I thought they needed a building, a whanau family space and outdoor equipment and core seating and BBQ type things, or if the library was to move out from the Palms a relocation of the service centre and library to this site making it a real community 'bumping' space. Now I see more an open play space. With Shirley primary across the road there is a real synergy and easy win to get kids across the road to have some cool play elements and mini Margaret Mahey. Do they need a building...when you look at what is available via other Trusts being established?

My logic is: I see other buildings not being utilised; and it's about bang for buck and would it be better to have the space being used and not a pretty building that is a monument.

Knowing the way the Council model works currently we would have a building under-utilised and groups not having ownership and making it harder for the community/groups to do their cool stuff.

In terms of the Crossways proposal that was rejected at the Community Board. There was a feeling that the whole faith based aspect was an issue. Not for those working grass roots but at a philosophical level. Now Crossways are in partnership with Delta Community Trust with a new facility proposal underway at the North Avon Church site.

There is a community perception that others gained back their community centres and what has happened for us at Shirley Community Centre site. There is still an allocation in the LTP of \$2.7Mil)

Disjointed, groups spread no cross pollination that is missing and it allows for trials and access and casual and tasters...they are missing, don't know till you try....

Shame this work is happening now, rather should have happened at the beginning.

Would be Cool to provide low and no cost for groups to come in and use space do their own programmes and without Library or Council involvement in any way...using the resources.

##### **Community Centres Network Plan Discussion:**

The idea of the various disciplines at Community Board level (Com Dev Officers, Rec and Gov Advisors) working together does make sense. Especially if focused around The Community Board and their annual Community Plan process. The Board get to plan its community activation programme each year and staff could be part of that and have a greater presence and involvement around key community facilities and sites

rather than our current scatter gun approach, or squeaky wheel approach. Currently everyone gets a little bit of funding but there is no strategy its diffuse, better to concentrate energy to activate more community delivery/capacity. Work on wicket projects that make a difference based around the major community facilities as hubs.

In terms of community centre spaces my gut feel is we have old and new stock but with no sense of belonging they are a bit white elephant, not user friendly, you can't talk to anyone and pack in out and no storage no sense of ownership. No sense of belonging or a feeling of building beautiful white elephants. In terms of getting work done. Our unit (Com Governance) are the people unit (we get out of the house and talk and interact with the community) we get passionate about ideas and projects and then other units they are not on board. We build up with excitement but then need to deal with the levels in Council. This Council has talked about partnerships and devolving decisions to the community, but it is small steps...

Independently run community facilities are the way to go. Would be interesting to find out how ACTIS is going with the new facility not sure how that's going.

### **Meeting Jill Hawkey: Methodist Church 24<sup>th</sup> January 2019.**

A good example of a small Church with a small congregation doing great things is St Albans Uniting Church. It is a small Church as a rebuilt but everything they do is about community with no strings attached (There is no requirement to do church as a part of any of the programmes they offer). Remarkable given there are only 25 congregation members. Yet they run all sorts of group activity.

Churches are generally asset rich and cash poor. Generally they want them (Church buildings used) but they need to generate some income from them for this all to work.

Re the Crossways project in the end they have formed a group with the Shirley Community Trust // Methodists. They connected with the Methodist Baptists so that the North Avon Church run Delta Trust is a part of the project and will be important in terms of community programming given the size of their programme footprint. A good result in the end and Delta do good things in the community. Similar to the work Katrina does in the New Brighton area supporting various disenfranchised groups.

Its important that the Shirley Community Centre does not interrupt but instead complements the activity already underway.

It was amazing the way of the old facility worked and we were wanting to get back to that. Best thing is to work with community groups and take the steps from there. I can see a collective working for a new facility but wonder if there is now room for this given the work that Delta and St Stephens (Shirley Community Trust) do. Delta is only 5 blocks away from the old Shirley Community Centre site. Collectively there are a number of active Church related programmes in the area. That said it does raise the question that there is perhaps less non-church provision and this could be a gap.

Discussion from the Methodist Church about the fact that the Council did not return to the table to discuss why they turned down the Crossways proposal. It would have been possible for the Church to move closer to the aspirations of the Community to have changes to the facilities and to be less church oriented in parts of the facility. (A no strings attached approach).

### **Phone Conversation Wed 30<sup>th</sup> Jan 2019: David Cosgrove. Divisional Development Manager for AMP Capital (In NZ). The Palms Shopping Complex is owned by AMP Capital (Sydney).**

There was an attempt with the past owners to purchase land and to start a process that might have led to the re-positioning of the Council owned facilities (Library, Service Centre and Committee/Meeting and Staff Office Space. This work happened around 2005-6.

We as the new owners have not had any communication with Council about this project. We do have a reasonably large land holding in the area (had approximately 52 properties in and around the Palms and we

have sold some to the south leaving us with about 35 properties mainly to the north where our expansion ambitions are. We have achieved land zoning changes and have much of the property in Commercial zone and some still in residential.

Our view would be we don't want the CCC facility to move or if it did we would want to keep it connected/linked to the mall. A lot of people go between the two facilities so there is cross promotion i.e. we help each other. We have in the past been focused on expansion but at present there is still confusion about our catchment and there is disruption, people have been displaced and we don't know what it looks like for the viability of an expanded palms at this point. We would want to have a mutually beneficial relationship with Council which could mean we would help relocated Council assets on site within the context of a master plan.

For us development to the north is complicated because Council own three blocks of pensioner flats which would also need to be relocated as well. In the previous master planning there was a relocation of community facilities, bus exchange and pensioner housing, but as indicated nothing was actually achieved and the ownership of the Palms changed hands.

We would certainly welcome a dialogue with Council. We have examples of mall community partnerships in Auckland and it could be possible for something to happen on this or another site which could see a re-positioning of community space and a hub, we would of course prefer that that was as a partner in direct connection with the Mall.

### **St Alban Shirley Club: Phone Conversation with Jimmy Summerfield 12 March 2019**

The facility has one large functions space which will seat 340 people. It has power point projectors etc. There is capacity for 140 size weddings, and separately a 200 buffet restaurant. Casual drinking space is also provided. They also have a mobile stage system that moves around in the venue. Other facilities include change facilities and shower. They have a 3 squash court complex as this was there in the past. The squash complex will be open to public via keys and a membership system. They have some AI fresco and outside areas for about 100 people. The main space will be used during the day for indoor bowls and table tennis. Users will need to be a member to use these facilities but there will be an on license for non-members enabling them to access the restaurant and bar part of the complex. The acoustics of this modern new facility will be exceptional. There is a board room which could double as a meeting space.

The 'club' wants to be more focused on community and will be providing discounted access rates for community groups where needed. It could be available for school productions and choir etc. They will respect the past history of the club but want to be more like modern Australian cosmopolitan clubs with a range of community activity possible.

### **1<sup>st</sup> Feb Meeting with Ian Burn, Services Co-ordinator – CEO –Delta Community Support Trusts. - The North Avon Baptist Church formed it in 1995.**



Following the unsuccessful resolution of the proposal to establish a partnership with the Council re a facility at 10 Shirley Rd. Crossways approached Delta and North Avon Baptist re working together to build a facility on our existing site.

If we did provide additional community programmes we would ask the Council to accept that we are a Christian organisation and may run courses on an introduction to Christian faith and that on occasion we may want the opportunity to invite people to that. We run many programmes without a Church connection in the community so we are not forcing Christian faith—on anyone. We note that Council funds many Christian organisations (including ourselves) already, e.g. 24/7 youth work and we would aim to continue to work in a way which respects both Council's and our aims, without either party seeking to direct the core purposes of the other.

Delta Trust says we are here to meet the physical, social, educational, mental and spiritual needs of the Community out of a love of Christ Jesus.

We work well with Avebury and we each do activities and we tend to support them with events where they take the lead. They have a garden we have one as well, but when our facility is complete there's will still be bigger so we will keep sending some of our groups to them... if we have tensions and we work these through as that's a part of being in partnership.

In the Shirley community we each have strengths in different areas and we work to not step on each other's toes (i.e. to support each other). We are supportive of an Asset Based Community Development approach. That is we run community development initiatives and use key facilities to do it.

We coordinate RCAN (Richmond Community Action Network). We are a member and we collectively have conversations about what is going on in our community Shirley Community Trust Plunket and Avebury House are members, and local schools an ECEs, it's like the Council Liaison Meetings but different and localised.

Shirley Community Trust (Jane Mitchell) are over the other side of Shirley.

RCAN has run a number of local projects over time. For Example; we (Avebury House, Shirley Community Trust and Delta) have been working together on a project for a coffee cart. Avebury keen are running with it and we have been supportive partners.

Delta and Crossway have come together to build a new Community Facility which will have a range of spaces. We will try to make this space as community accessible as possible. We currently have community rates and first time free use policies for some groups and as you can see we have a significant range of different programmes, drop in and casual use.

In terms of involvement in wider community delivery we are always keen to do this.

Could use RCAN as a base for that and all those players (the community are represented in that group) plus the local schools. If you wanted to put a collective management committee together or make sure our facilities were accessible to everyone could be done via RCAN.

The new facility here will be partly owned by Delta Trust (North Avon Baptists), partly owned by Methodist / Presbyterian Union Church (Crossways)

We probably see the whole site as a community centre which has a church in it. Welcome to this community centre and church is one of the parts of the space/s

We are happy to begin a conversation about being more community accessible for a wider range of activity. (We do this anyway but we do it within our means. We would also be interested in a conversation about the old community centre site and meaningful development of the outdoor space in a way that interacts with our programmes and community in general.

We do however have limitations on the current site as we have now moved to a single story solution. We don't have room for-groups who need storage with the current plan. Crossway may be more open to providing storage for groups, this would need to be discussed with them.

What is exciting is the second part of the build with the Methodist/Presbyterian Union is the opportunity to multi-use the spaces outside of Church service and other uses. Most of that site should be available evenings, although you will need to discuss this with them to confirm. Delta will be a major user of the facilities.

## **Meeting Thursday 7<sup>th</sup> Feb with Christine Lane, Community Governance Manager, CCC**

Discussion about a potential for no facility on the site but an increased role in working with existing Trusts to further activate existing infrastructure and facilities.

Our main concern (if a plan was developed to empower a local Trust like RCAN to activate more existing community space) is that we don't know this group very well

They need to have more of an involvement with us. We have Helen here who does events and we could be connecting more with them (especially around events but in other areas as well). Working with some of these organisations (E.G. Avebury House) as an example is difficult because they keep cycling staff. We don't know the current managers at Avebury. We like the idea of community initiated activation and our team would rather hear it from the community and then my staff get invited to be part of what is happening.

The idea of activation existing space will work for Shirley provided our team get involved with it.

My biggest problem will be changing the mind-set around 'no building'. For our board they will need and want the staff involved in any initiative. We can work with this outcome via a collaborative process. This is best then we can engage in what it would look like more in the future, especially if we take the existing research and apply it to new facility infrastructure in the area.

Re the existing site. We are considering a temporary pump track for the 10 Shirley Road site. Has been a good community development project empowering a local child with a good idea. This will be going to Community Board shortly. This is an experimental project that has ramifications for how we deliver and help activate. Not keen for us to become the deliverer of community activity much better to work with others. We will have an interest in ideas round the use of the existing site but will want those also to come from community. As a community funder we need to be careful about how many different roles we take on as Council. The role of supporter, encourager and advisor/enabler are useful roles for us if we empower others to be deliverers.

### **Meeting 23<sup>rd</sup> February - Alan Webster Community Chaplan, Crossways Church alankwebster7@gmail.com.**

Cross way keeps its Methodists and Presbyterian finances separately...but it's a kind of union. This is partly a decision that reflects the DNA of the Church and also reflects the handouts of earthquake, finances, more DNA 55%.

We have been in that state since just before the earthquake. Decision to rebuild was made by the parish council two treasurers.

I think what is suggested (potential for the Churches to work together with Council in the provision of community activation of Church spaces) is great. We can work on the labels in our facilities and want to make sure the Church can be well utilised. We will be both putting space in that would be transparent to the community. We have the potential for music and stage shows and for community use in many of our spaces

The idea that we might need to do a partnership to keep costs down or cover operational costs is not correct the Churches feel that they are easily able to move forward independently so don't need to form a partnership on financial terms.

I Would recommend an indirect relationship with RCAN and through them to the Churches on the Delta site and the Shirley Community Trust and Avebury House.

### **Meeting 14<sup>th</sup> February - Joanna Gould, Independent person in the Community who has written on the subject and created detailed blogs and undertaken research.**

What makes a good community centre...Achiison Ave...re MacFarlane Centre...one person organising or running the com centre and they make the decision and they make all those decisions if you come along and clash with the facility you don't get access. Avebury and Delta and Shirley open so many hours, not accessible to all not inclusive and top down not a bottom up. Not going from ground roots up. And empowered from community perspective.

People assume a church group running something if they don't belong to that community they don't go they feel closed. It feels like you need to go through. More like a YMCA and less like a Church would work better.

The LTP was thought of 10 Shirley road as multi-cultural. Ref back to a landmark in the area, Marae entrance four legs of the table. Different nationalities coming into Shirley Primary...school so wanted it to be a welcoming place.

## Need

Ownership is an issues its about being inclusive. I don't think they (Community Centres run by Churches) are inclusive. I went to the community centres and when you feel you are not getting an opportunity to be part of it. Then you feel unwelcome.

What happens inside, if we want that to be inclusive ...it needs to be good for everyone. Sumner Community Library is a great facility and they have it right down. At the bottom they have space for everyone...indoor space and outdoor space...is well used they have used good colours and a home environment and more feeling like a lounge. Layout good, old school library staff hidden out the back now its open plan...South Library is open plan but not as much. We don't need com centres and libraries with learning spaces and part of the centre of the buildings is better. Breakout and learning spaces are part of it and every time people are using these spaces so creating communities in these learning spaces. Going forward we don't need any more community centres St Albans one what is the purpose. Go look at Sumner...integrate the leaning spaces and inclusive for everyone. If you walk into a Community Centre you feel looked at.

Back and front to Redcliffs... everyone had a place a purpose their wellbeing in being looked after, there is no one key person to put people off or engage, all different people. St Martins is a disaster it's so two sided majority of people come into the library and the other side does not get used. Volunteers at the Vol Library don't even have the keys yet it sits there in their face being empty. Halswell has great spaces, library does not decide what can happen. No there is a big process re community space and plan and submission and present via LTP and whether they will put it (community space) in the library or not ...all needs to go through system stymies creativity and it's too hard. Too hard to hire them (community centres) too hard to present your case about what you want to put in them.

Facilities just providing a service, change it round so kids are used to run it and set it up. Get it (Community Centre) run by the people, growing them as a person and their capabilities. Community garden in Riccarton is an example of a great community garden, it's not about carrots it's about growing community, care that it brings people together

Same re sport or about the activity...about skill and not about the person...sport irrelevant actually using sport as a means to develop community.

## 13.2 Appendix 2. Chronology - 10 Shirley Road

Year	Brief History
1916	Shirley Community Centre was originally opened as Shirley Primary School
May 1977	Building and site became surplus to Ministry of Education requirements.
October 1977	Christchurch City Council was appointed to control and manage the site pursuant the Lands and Domains Act 1953. The site was set aside for use as a Community Centre and the running of the Centre was handed over to the Shirley Community Centre Society, which had been established earlier in the year to lobby for the building to be used as a Community Centre
March 1978	Centre opened for hire The Community Centre was used by both local and citywide community groups, clubs and some commercial ventures, and is largely self-funding. Groups used the centre for activities such as meetings, art, pottery, yoga, karate, aerobics and exercise classes, spinning, lace making, computer tuition, Latin dancing, bridge, parenting and antenatal classes, first aid, walking groups and social clubs. In addition the centre leased space on an ongoing basis: Seniornet Canterbury (Now at 250 Westminster Street) Christchurch Parent Centre ( Now at 2/2 Leacroft Street, Bishopdale) Shirley Pottery Group (disbanded) NZ Society of Genealogists Canterbury (Now at Parkview community lounge) Santa's Workshop (Now at Shirley Intermediate)
2011	Shirley Community Centre suffered significant damage in the Canterbury earthquakes
2012	The Shirley Community Centre was demolished
2013 - 2016	Crossways Group (Shirley Methodist, North Avon Presbyterian and Richmond Methodist) approached Council to look at the possibility of leasing the land at 10 Shirley Road to design and build a new multipurpose community facility available for both the church and wider community. There were deputations and discussions with the Community Board many community meetings and consultations, and a geotechnical report on the land at 10 Shirley Road. Council ran their own consultation with community Please see Open Strategies report – Thursday 17 November 2016  The Crossway proposal was not accepted by the Shirley-Papanui Community Board instead they instructed Council staff to utilise available funds to establish a new Community Facility in Shirley.
June 2017	Council Annual Plan 2017 – 18 That the Council: Bring the rebuild of Shirley Community Centre forward to the 2018/19 year, from 2021/22 and 2022/23 years, as part of the 2018-2028 Long Term Plan process to demonstrate the Council's commitment to providing appropriate community facilities in this area. Subsequently this decision was reprioritised, and funding for the rebuild of the Shirley Community Centre was pushed out to 2021/2022 and 2022/23 years.

2017-2018	<p>Council staff have been engaging with residents and stakeholders on what is already available in the area and what are the community needs are.</p> <p><u>Who we have engaged with</u>  Principal and Deputy Principal Shirley Primary  Principal Shirley Intermediate  St Stephens Church  Emmett Street Community Church  C3 Church  St John Church  Helen Anderson Trust  Shirley Community Trust  Kids Club – Before and After School and Holiday Programme  Some of the previous users of the Shirley Community Centre  Residents that wanted to be kept updated and informed  Richmond, Avonside, Dallington and Shirley Locals Facebook group</p> <p><u>Facilities available and/or soon to be built in the area</u>  St Stephens Church (to be built)  Shirley Intermediate School hall with stage  Te Puna Oraka- (the use of this may change as programmes funding is ceasing building owned by Barnardoes)  MacFarlane Park Centre (July 2018)  C3 Church  Delta Community Support Trust and Crossway Community Church  Avebury House  Shirley Rugby League Clubrooms  Emmett Street Community Church  Richmond Neighbourhood Cottage</p> <p><u>Ideas from the community on what type of facility to rebuilt on the 10 Shirley Road site</u>  Replace the previous Community Centre with mixture of large and small meeting spaces  Facility with commercial kitchen  Hall with stage area  Move the Shirley Library onto the 10 Shirley Road site  Indoor swimming pool  Outdoor recreation space  Community gardens and fruit forest  All access adventure playground  Skate park  Children's paddling pool</p>
March 2018	<p>In late March 2018, a survey was carried out on the type of facility and activities people living in the area, and those who have a vested interest in Shirley what they want to see rebuilt on the 10 Shirley Road site.</p> <p>40 surveys were sent to residents who indicated from a previous engagement they would like to be kept informed and updated plus stakeholders and former tenants of the Shirley Community Centre were also contacted for their feedback.</p> <p>15 responses were received. Over half of the respondents were supportive of replacing the community centre that was on site before the earthquakes.</p>
May 2018	<p>A news article about the Shirley Community Centre is in the May issue of the Richmond Community News, staff contact details are included for residents to get in touch to share their views. Facility is just bricks and mortar, should be a gathering place,</p>
2018 -19	<p>LTP Funds that were available for a community centre rebuild were removed via the 2018-28 LTP round. A feasibility study was commissioned to understand the best development options and a network wide analysis was almost commissioned to properly frame the Shirley project in a wider context.</p>

## **David Duffy Richmond Residents Association - Wednesday 15<sup>th</sup> April**

I visited Banks Avenue School and on the plans there is a big area of undefined space. Toni (Principle of Banks Avenue Primary School) was not sure what the journey was for working through the future of some of the facilities on the site. 19<sup>th</sup> March Shirley Boys take over the new facility at QE2. Primary school will be built on the park. Shirley has a swimming pool commissioned ready to go 21<sup>st</sup> Feb 2011, but the earthquakes dealt to that. They now fixed it up and don't have suitable change facility. Council has \$1M for the St Albans pool if community find a further \$3M. If we add the Sport Facility, the turf etc we have the making of a facilities complex. Bikes in schools a combined exercise with both schools. And then building on that is a bicycle link from north parade marshlands road section...could be an option. Green lane on the road. My observation is that the community left to do it. Have not got the time for that. Air b and b's in the itinerant area in South Richmond where there is medium to high density, we need to create a community feel and provide facilities for the area.

### 13.3 Appendix 3. Open Strategies - Past Users Shirley Community Centre

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#### Celebration of the past

1. There were weekly leisure clubs for the elderly, who attended for friendship, companionship and exercise. The fact that the centre was 'local' made it easier for them to attend
2. There were antenatal classes which were popular and had waiting lists. As well as residents learning during the classes, they often built enduring relationships with others
3. There were opportunities for babies to enjoy music
4. Rooms were a great size for mothers learning together
  
5. All classes were packed with people due to learning and social opportunities and links were created
6. AFS met at the building and included a sit-down meal
7. A home school group regularly met at the building
8. A pottery group had a kiln and their own space in the building
9. Genealogy had their own room
10. Parents centre had their own room
11. Santa's workshop had their own space
12. A fly fishing club met there
13. A knitters club met there
14. The Centre was used by Senior Net
15. Rooms had a little stage
16. A toy library operated there (with its own storage facility)
17. Weight watchers ran meetings there
18. Play Centre training was done in a classroom
19. A church used the big space
20. The primary school currently has no large spaces so it is hoped that the new centre will have some larger spaces (while acknowledging that the Intermediate school has a good-sized hall)
21. The old centre worked as a "Drop-in centre" due to a worker being there on a part time basis in the Foyer/ and other permanent groups based in the centre so the old centre felt continuously alive
22. A Cook Island group worked out of there
23. The centre encouraged people to meet there - building a sense of community through attending classes
24. The group who ran the Centre dissolved recently.
25. The centre was welcoming to people and was used by both local groups as well as by groups from throughout Christchurch
26. The centre had good parking and plenty of space
27. It had history – residents had gone to school there
28. Groups who have located to other areas could and would (probably) come to this new space eg Zumba group currently in Aranui
29. The combination of building and green space was attractive to people so it is hoped that this combination can continue

### **13.4 Appendix 4. Consultation and Feedback from the Community (Trevor Cattermole) Surveys and relevant letter excerpts**

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Cheann Carroll “there are no facilities for community meetings, various church facilities and other options have disappeared. The Libraries in Palms has no facilities for community meetings

Dr Clive and Wendy Howard-Williams “as we live close to the old centre we were aware of its continual use to service the local community “

Jennifer Dalziel “Place for book swap, rooms to repair things, computer classes, fitness circuit, more basketball hoops”

Ross McCarthy “I am an embroiderer and TAFAN member (3 patchwork groups, 2 embroidery groups, weavers, spinners, lacemakers and felters), we are focused on a post-earthquake need to raise profile of textile artists...need place to work and meet as many halls and churches closed down post-quake

Mark Thompson “I would submit that, to ensure the history of the area is not lost, something could be erected to acknowledge the history related to 10 Shirley Road. A final thought is regarding the green space, or park area. If a new facility is constructed will there be garden, or outdoor areas for the public to relax in. There certainly seems like a lot of options, the site is in a great location, is currently popular, and will no doubt be well used in the future.”

Sophie Allen “We have identified that there is no physical environment centre in CHCH. There was one but it fell over due to lack of funding. Potentially a community centre could be a good base for an environment centre”.

David Hollander “I certainly think the centre would be well used (if the popularity of the old centre is any guide), and I also think there is a real need for such a facility in our part of town.

Andrew Driver “There’s a lot of unhappiness in the area, and nothing for the 50-64 age groups which I’m in. Also nothing for people like me who for medical reasons can’t drive.

**Holbrough, Stacey**

**From:** Margaret Gray <marg.gray@xtra.co.nz>  
**Sent:** Friday, 6 April 2018 4:42 p.m.  
**To:** Holbrough, Stacey  
**Subject:** Re: 10 Shirley Road update and survey

Hi Stacey,

Thanks for the update & sorry I have been so long in replying but I have been away on holiday.

Hope I haven't missed any cut off date for expressions of interest?

Margaret Gray

On 20/03/2018 8:33 a.m., Holbrough, Stacey wrote:

Kia ora

My colleague Trevor Cattermole wrote to you in early 2017 and you indicated that you would be kept updated on what is happening with the 10 Shirley Road site.

The Papanui-Innes Community Board is committed to bringing forward the budget for a new facility at 10 Shirley Road, through the current Long Term Plan process.

Our research shows there are nine facilities that are available for hire or soon be built in the Richmond area.

- St Stephens Church
- Shirley Intermediate school hall with stage
- Te Puna Oraka
- MacFarlane Park facility
- C3 Church
- Delta Community Support Trust
- Avebury House
- Shirley Rugby League Clubrooms
- Crossway Community Church

We would love to hear your views on what you want to see rebuilt on this site and what programmes you would utilise a facility for. Please find some questions below:

**What would you like to see rebuilt at 10 Shirley Road?**

Please rank option(s) (With 1 being your top choice)	Options
1	Community Centre with a mixture of large and small meeting rooms
4	Large hall

1

2	Facility with a commercial kitchen
9	Storage facilities
3	Room with stage to hold performances in
5	Long term club lease opportunities
8	Fruit forest
10	Skate Park
6	All access playground
7	Outdoor recreational space
	Other option(s)?:

**What programmes would you utilise at 10 Shirley Road?**

Please rank programme(s) (With 1 being your top choice)	Options
7	Exercise classes
2	Community learning
8	Arts and Crafts
10	Faith based activities
5	Club and Recreation programmes
1	Community Groups
6	Drop Inn Centre
9	Dance classes
3	Facility you can hire for celebrations
4	Facility you can cater / learn to cook in
	Other programmes?:

Thank you for your time and please get in touch if you have any questions or feedback.

Naku noa na,

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