Feasibility Study for Palmerston North City Council – Community Libraries/Hubs and Community Centres
November 2023

Contents

EXECUTIVE SUMMARY

Study Objective, Report Elements, and Approach

Objectives

The Study objectives were:

1. To meet current and future community needs, to recommend future solutions for Awapuni Library, Te Pātikitiki/ 'Highbury library and community centre needs', and for a Pasifika Hub.

    In each case, this involved consulting with key stakeholders, considering strategic options, and to then develop the preferred option including a concept design with a supporting capital cost estimate.

2. To also identify the future need for a Multicultural Hub (and at a preliminary level consider possible strategic responses).

Overall Report Elements

This report includes the following documents:

*   This main report document, titled: Feasibility Study for Palmerston North City Council – Community Libraries/Hubs and Community Centres - November 2023, by SGL Group
*   A supplementary report titled: Palmerston North City Library Review, Strategy, and Specific Library Facility Recommendations for Awapuni and Te Pātikitiki/Highbury – October 2023, by Sue Sutherland
*   Two other supplementary reports to specifically document background and needs information for the Pasifika Community Centre, to inform future facility development directions; and the background and needs information with possible strategic responses (latter a confidential section) for a Multicultural Community Hub. These supplementary reports are titled:
    *   Pasifika Hub Review and Facility Development Directions
    *   PNCC Multicultural Hub Needs Review and Possible Strategic Reponses
*   Facility Master Plans and Concept Plans for Awapuni Library, Te Pātikitiki, and Pasifika Community Centre – November 2023, by BOON Team Architects
*   Capital Cost Estimates for Awapuni Library, Te Pātikitiki, and Pasifika Community Centre – November 2023, by Rawlinsons Quantity Surveyors.

Basis/Rationale for Approach and Key Outputs

As part of this process it became apparent at an early stage there was a lack of robust and comparable nationwide community centre data and benchmarks/norms, and that there was also a lack of (at least readily accessible/interpreted) facility and user data for Palmerston North's community centres.

In the absence of this nationwide and readily accessible community centre data, the approach taken was to firstly understand Australasian best practice and Palmerston North's current situation. Furthermore, for a more comprehensive future library and community centre strategy, and to provide a sound basis to inform the specific proposed developments, one also needed a much more holistic and consistent approach for all types of community facilities for Palmerston North.

As the national and local library data was robust one could provide an early and clear overall provision strategy for libraries, which in turn provided an evidence-base for the Awapuni and Te Pātikitiki library developments, plus stakeholder consultation further informed these facilities' specific requirements. The findings of this supplementary Library report are also summarised first in this Executive Summary. However, there was a lack of future clarity on the future interrelationship between the increasing roles of libraries as community hubs and the provisions of community centres, and this also need to be considered.

For the Pasifika Hub and the potential response to meet the Multicultural needs of the City's migrant communities, specific facility needs were identified through consultation, data collation, and analysis. However, each of these facilities are community centres and it was very important the provision of facilities primarily catering for specific ethnic groups was also complementary and consistent with the overall library and community centre directions and strategies.

In summary, a large level of community engagement, information/data collation, analysis, and strategy development has occurred. Also very importantly there has been a totally collaborative and one team approach by the consultant team and the PNCC staff team.

The key outputs are:
- A Library facility network strategy validated by robust data nationally and locally
- A suggested planning theory basis and the (consequent) suggested planning directions and processes for the future integrated, consistent, and robust assessment approach for all types of community facilities for Palmerston North
- Guidance on a recommended future level of service for community centres and a consequent indicative future network plan for community centres and libraries
- Specific needs assessments for all four facilities, each different in its approach
- In turn, this holistic and specific planning platform and information enabled specific recommendations for a 'Core Project'/realistic Minimum Viable Project (and as appropriate possible later phasing) for each facility project for Awapuni Library/Community Hub, Te Pātikitiki, and the Pasifika Community Centre. SGL is also recommending a specific private lease option for a Multicultural Hub solution be given serious consideration
- Also given understood funding constraints, consideration was given to the possible overall phasing of these four facilities so early responses could be made to meet very real current needs, but also to delay where one can to enable overall city priorities to be managed as needed.

Library Review, Strategy, and Key Recommendations

A supplementary report was prepared, which was led by library specialist Sue Sutherland working with the Council Library team, and which recommends a clear basis for a future Library facility provision strategy and specific current facility recommendations for Awapuni and Te Pātikitiki libraries.

The clear and cogent findings and argument are summarised below.

Current Comparison of Palmerston North City Libraries to Australasian Standard

The performance of PNCC Libraries for the year 2022/23 is compared for key measures against the Australasian Library Standard below.

PALMERSTON NORTH CITY LIBRARIES DATA COMPARED TO AUSTRALASIAN LIBRARY STANDARDS				
PNCC Data for FY2022/23				
	Turnover Per Physical Item #	**Physical and Digital Loans/Capita #**	**Physical Visits Per Capita #**	**Annual Programme Visits/ Capita #**
PNCC	4.57	10.46	5.47	0.67
Australasian Standard	4.00	7.00	4.50	0.35
Percentage Improvement Above Australasian Standard	114%	149%	122%	191%

The high turnover rate per item together with the high loan rate per capita is evidence that the Palmerston North City Libraries are getting a very positive return on investment in its collections. It is also shows that the people of Palmerston North value reading and libraries. For all these measures Palmerston North City Libraries well exceed the Australasian Standard and in particular the programme visits per capita is an outstanding result.

Also, in the full Library report on examination of the visit data per capita by library, the community libraries have a greater percentage of visits relative to the Central Library (i.e., 41% of the total visits by the community libraries compared to 59% by the Central Library), which is quite different to the circulation/loans per capita percentages (i.e., 27% of the total loans per capita by the community libraries compared to 73% by the Central Library). This shows that community libraries are used more for community meeting and connection as much as they are for information and borrowing. This of course does not mean that the Central Library isn't used for these purposes but that for community libraries this is a greater aspect of their range of uses.

Current Comparison of Palmerston North City Libraries to Other New Zealand Cities

The full report captured this comparative data for the four-year period from 2018/19 to 2021/22. Comparative results were very similar in all four years (noting the impact the COVID during this period), and for ease of interpretation, the comparative data for the FY2019/20 is shown below.

PALMERSTON NORTH CITY LIBRARIES COMPARED TO OTHER NEW ZEALAND AREAS				
For FY2019/20				
	Population (2021/22)	**Physical and Digital Loans/ Capita #**	**Physical Visits/ Capita #**	**Annual Programme Visits/ Capita #**
Christchurch	394,700	10.75	8.76	0.29
Dunedin	134,100	7.91	7.58	0.26
Hamilton	178,500	5.6	3.35	0.19
Palmerston North	90,500	**9.5**	**8.75**	**0.71**
Tauranga	151,300	9.45	4.34	0.25
National Average		6.89	4.41	0.18
Palmerston North Ranking (in above list)		2	2	1

It is clear from this data that Palmerston North out-performs its peer libraries and is on a par with Christchurch City for services. Further comparisons have therefore been limited to Christchurch City Libraries to consider a future case for provision.

Current Comparison of Palmerston North to Christchurch Libraries on Area and Cost Per Capita

Christchurch City Libraries operates 19 libraries and has a headquarters for collections staff, bindery, and collections store. It also leases space for its archive overflow.

The table below compares for FY2021/22 the total area and cost per capita of each of Christchurch and Palmerston North City Libraries.

CURRENT COMPARISON OF PALMERSTON NORTH TO CHRISTCHURCH LIBRARIES ON AREA AND COST PER CAPITA		
For FY2021/22	**Area/Capita m2**	**Net Cost/Capita $/m2**
Christchurch	93.23	77.52
Palmerston North	95.47	68.74

From this area comparison, while it would appear that Palmerston North is well served with library space the mix of central library to community libraries is not going to serve the growing population and the coverage of the city is uneven, with some parts of the city underserved, or as with the eastern suburbs on the other side of the river, not served at all.

Christchurch City Libraries on the other hand, has good coverage across the city.

With regard to cost per capita of Library services, Palmerston North is delivering good value for money compared to Christchurch City Libraries. However, there are gaps in service provision which the new library network development strategy is designed to address.

Strategy for Library Network Development

Given the current and projected city growth, a strategy is proposed which will result in a Central Library, incorporating both Youth Space and Blueprint, and two larger community library hubs – one in the northeast (most likely in the Roslyn area) and the other in the southwest at Awapuni. These larger library hubs will be able to serve a wider catchment than currently and provide a greater range of services and spaces that will add resilience to the network and reduce the pressure on the Central Library.

It should be noted that an earlier report to Council had recommended a community library hub at Kelvin Grove. This did not proceed. However, there is limited available land in this suburb, and suggest the suburbs of Kelvin Grove, Royal Oak, and Whakarongo could well be served by a larger community library hub in Roslyn as the travel routes from these suburbs are well connected to this area.

The two smaller satellites of Te Pātikitiki and Ashhurst will be retained with Te Pātikitiki having a small extension to accommodate community activity needs as there is a current shortfall of readily available community space in Highbury. As the city grows there may be a need for smaller community libraries in Summerhill and Hokowhitu. Hokowhitu currently has a community-run voluntary library. Summerhill has no library service.

Overall Summary

- Currently PNCC is performing better than comparative cities – effectively 2nd in NZ and for its size "punching above its weight"
- The Key Question: Does Council want to retain this level of service? (which suggest is fundamental to supporting future education levels, community connectedness, creativity, and innovation)
- If so, as per the table below on projected m2 per 1,000 population, based on projected population growth and spread, plus to help address the period during the closure of the Central Library, proposed developments maintain this level of service

COMPARISON OF PALMERSTON NORTH CITY LIBRARIES AREA PER 1000 CAPITA, NOW TO 2048		
Library	**2023**	**2053**
Awapuni	102	1,500
Ashhurst	165	165
Roslyn	215	1,500
Te Pātikitiki	170	435
City Library	7,210	7,500
Blueprint	310	
Youthspace	468	
Total Area	**8,640**	**11,100**
Population	**90,500**	**117,000**
Total Area/1000 Capita	**95.47**	**94.87**

- Specific sizes recommended for the Awapuni and Te Pātikitiki Community Library also directly correspond to the People Places calculator, a recognised guide for facility size based on catchment population, collection size, and the type of services & core functions that the proposed library building will include – see table below.

FACILITY SIZES FOR PROPOSED AWAPUNI AND TE PĀTIKITIKI LIBRARIES		
Library	**People Places Calculator Assessment (m2)**	**Proposed Core Design (m2)**
Awapuni	1,494	1,500
Te Pātikitiki	496	435

The following is a diagrammatic view of the current versus the proposed City Library Network.

Benefits of a New Community Library Based on About 1,500m2 in the South-East/Awapuni

The benefits of a new and larger community library hub in Awapuni are:

- Increased resilience for the whole library network, and provision of this 1,500m2 library will provide essential library space to assist the transition during the required earthquake strengthening of the Central Library by 2033
- Increased ability to cater for a much wider catchment of users
- A larger collection of library materials to support literacy and the enjoyment of reading for learning and pleasure
- Space for people-based activities and programmes not currently possible in the existing small library
- Improved, complementary community space in an area which is short of such space
- To be a local service centre in a civic emergency (by a proposed build of a laminated timber structure effectively designing to a IL3 building standard, plus by also ensuring the functional design and services can enable the community areas of the centre to be readily used as a community service centre in a civic emergency)
- With a revised location at the St Mark's site this development provides the opportunity for short, medium, and long-term quality placemaking for this Awapuni retail/community area and to also foster a real sense of place and identity
- A Council-owned and staffed facility which provides a neutral space which is staffed with trained professionals to provide a base for a much-expanded range of activities and services.

Extension of Existing Te Pātikitiki Library

A previous report considered the relocation of Te Pātikitiki into Te Aroha Noa Community Services as part of that organisation's redevelopment, but this did not proceed.

Discussions with stakeholders during the months of August and September 2023 identified several options, including relocating the library to the shopping centre to achieve wider placemaking outcomes. However, the preferred option (from a current need, neutral location, and capital cost perspective) is to retain the existing building and provide an extension that caters for community activity and meetings. Stakeholders had previously identified a shortfall in this kind of space. The Highbury Whanau Centre originally had space that groups could book and use, but its own operation as an alternative education centre uses most of this facility's space most of the time.

National and International Learnings Re Community Facilities

SGL specifically considered four different case studies and discussed their relevance and potential application to Palmerston North. These case studies were:

- Auckland Council's Community Facilities Network Plan (2020) – section 2.1
- The Role of Community Houses in Hamilton – section 2.2
- Knox City (Melbourne's) Planning Principles for their community facility planning process – section 2.3
- Clayton Community Centre, a community centre development which occurred in a culturally diverse community in the City of Monash – section 2.4.

For the key summary learnings for each of these case studies please see the relevant section.

Palmerston North Strategic Context and Current Community Centres

Palmerston North Strategic Context

It was important for the consultant team to fully understand the City vision, strategic goals, guiding principles, the Community Wellbeing strategy and all related plans and workstreams, and Palmerston North's demographics including future growth areas and current levels/areas of deprivation. SGL also examined the Community Places Research Report, a city-wide community facilities' stocktake and needs assessment completed in late 2022 (which given the large number of identified community facilities reinforced the need for asset optimisation).

This information is well known to the Council audience and is not repeated here in this Executive summary but relevant content is fully documented and considered in the main report.

PNCC Community Centres

Similarly, all relevant community centre information was documented and reviewed. In short summary:

- Of the nine designated Council community centres, two are over 65 years old (Awapuni and Rangiora) and all considering their facility age are in reasonably good condition
- Utilisation data was limited, inconsistent, and incomplete (which is a part product of the online booking system currently not being properly utilised)
- Based on feedback and the data sighted suggested only two Centres (not including Highbury Whanau Centre) have a High level of utilisation (Palmerston North Leisure Centre and Pasifika Community Centre, each with > 55 hours average use per week with other community centres mainly Moderate (25 to 50 hours) and one centre Low (< 25 hours per week), noting Highbury Whanau Centre's access is also low
- Due to its success as an alternative education provider, Highbury Whanau Centre has a limited level of space available for other users and suggest should be 'reclassified' as a community venue for hire and not as a community centre
- All Council community centres have three-year lease and management agreements in place until 30 June 2025 and are managed (other than asset maintenance) by community Committees, who also retain and manage all revenue received. Community Advisors are responsible for providing support and co-ordinating the wider Council staff interface with Committees, which requires a relatively high level of resourcing.

In section 11, SGL also clearly recommends that it is important to clearly define the outcome, function, and the provision approach and/or indicative catchment size of all community facility types.

For the sake of discussion in this report, Auckland Council's definitions for community centres (both Small and Large) and for community venue for hire are used.

Auckland Council defines a community centre as follows:
"Enable people to connect and participate in programmes and activities which are designed to reflect local need and place making. The range of activities can include small one-off events, group activities, regular classes, and other initiatives aimed at increasing wellbeing."

Their Large Centres are defined as:
- Facility area of > 600m2.
- Usually > 20,000 people.
- 15-minutes driving time from metropolitan areas/key town centres

Their Small Centres are defined as:
- Facility area of < 600m2.
- (Minimum threshold) 5,000 - 10,000 people.
- Walking catchment of 15-minutes from local or town centres or 30-min drive of rural villages.

As part of their preparation for the LTP and as part of this Study, the Council's Community Development and Library teams further considered their future Outcomes, Values, and Guiding Principles to ensure vertical and horizontal alignment with the City's Goals and Guiding Principles and with each other – see section 11.4 for these summary tables. Suggest it is now a short step for the Council team to now agree PNCC's definitions for 'community centres' and 'community venues for hire'.

Relevant Urban Design Theory and Practice
As stated previously, to ensure quality and smart facility solutions , it is very important there is first a clear planning policy and strategy platform.

Because of the importance of this planning framework and processes being consistent for all community facilities, the suggested key directions only are listed here (and in the full report discussed and developed from sections 7 – 16). The recommended and underpinning planning platform is as follows (and are only numbered here for ease of reference):

1. Quality Placemaking
2. Long-Term Aspiration of 20-Minute Neighbourhoods
3. Importance of Sustainable Design Principles
4. Consider community facility planning by 'area' and 'by facility/service type'
5. Principal Communities of Interest' and/or 20-minute neighbourhoods as a future basis for considering future levels of service for community facilities
6. Integrated and holistic community facility planning with robust and consistent processes. This means:
   a) Ensure vertical and horizontal integration between goals and objectives, values, guiding principles, policies, and processes for all community facility planning

b) Consider facility co-location to assist improved community outcomes plus more achievable and operationally sustainable outcomes

c) Apply a consistent Community Facility Planning Flow Chart to all types of community facilities – see section 12 for City of Casey example

d) Use carefully designed facility assessment scoring to help facility prioritisation processes (when appropriate) – in particular see section 13.3 for the Invercargill City Council Strategic Projects Assessment Process

e) A staffed community facility for the enhanced outcomes where it can be achieved (by co-located services and reception staffing enabled by other/joint operating budgets) is always the preferred solution to an unstaffed community facility.

Communities of Interest, Levels of Service for Community Centres, and a Network Plan

Communities of Interest

As per the planning principles above it is very important to:

- Consider community facility planning by 'area' and 'by facility/service type'
- Therefore, to apply Principal Communities of Interest' and/or 20-minute neighbourhoods as a future basis for considering future levels of service for community facilities.

When considering future community facility and city planning, it is important to consider what are the identifiable communities – in practice how does or will someone shop (local and major), what school will their families go to (primary and secondary), and how do they recreate (at what parks and community facilities), plus what is the community area they identify with? A Principal Community of Interest (COIs) can be a population catchment of say 1 to 3 secondary school catchments and normally includes a major retail area.

As per the slide below, eleven distinct and/or principal communities of interest were identified, which were:

- The seven suburban communities labelled A to G
- The four rural communities of Lowburn, Linton, Ashhurst, and Bunnythorpe.

2023 population data has also been applied to each catchment area.
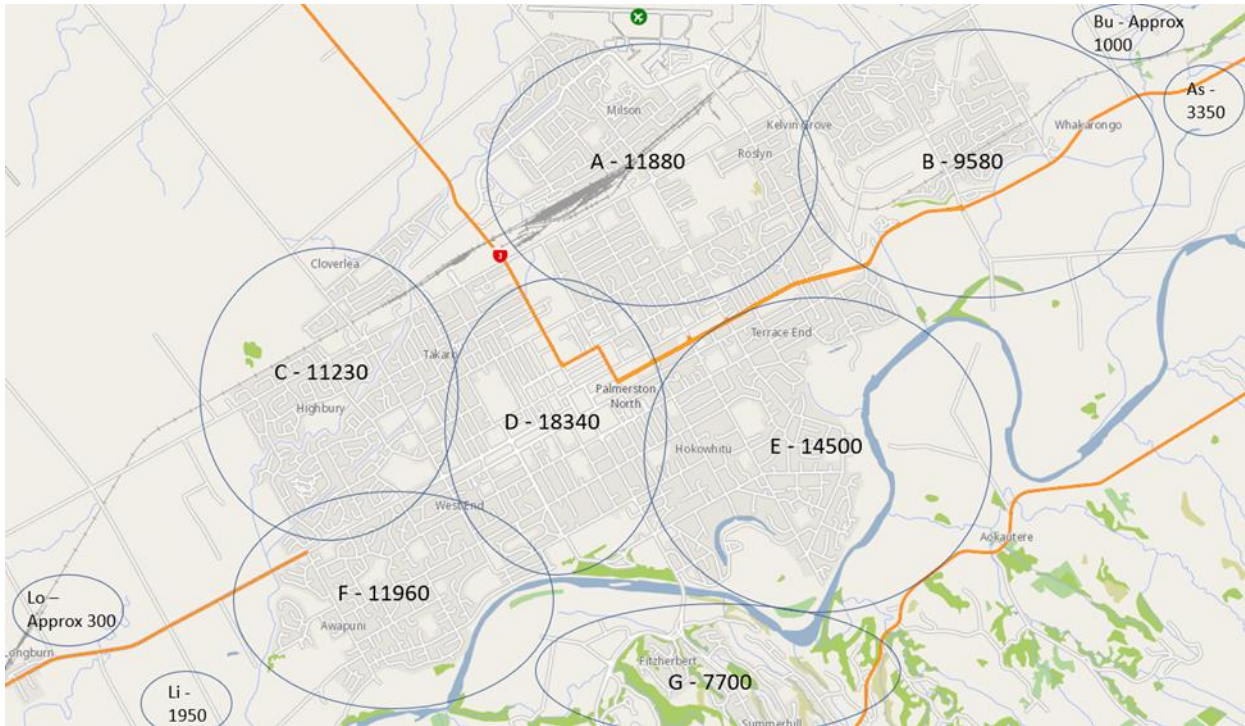
It is also noted Kākātangiata, the new growth area to the west of the city (i.e., the Newbury and Pioneer West area units), will effectively create a new COI (or one could treat for now as an expanded current 'Lowburn' COI.

Suggest the other areas of growth will essentially just consolidate existing COIs.

Levels of Service for Community Centres

Furthermore, based on international, national, and local review, suggest the following levels of service for community centres:

- To address the interrelationship between libraries and community centres: With the future role of libraries as community hubs, libraries are in effect staffed community centres, and as previously stated, a staffed community centre for the enhanced outcomes where it can be achieved (by co-located services and reception staffing enabled by other operating budgets) is always the preferred solution to an unstaffed community centre

- *As an indicative guide only, one community centre for every urban COI of about 10,000 people, but recognising the greater need for safe community spaces for areas of lower social deprivation and/or communities of specific need*, which sometimes can be double the level of m2 provision and/or number of community centres subject to the response needed for specific neighbourhoods and/or ethnic groups

- *As an indicative guide only, one community centre for each rural COI, with consideration of a community centre for about 3,000 people or above*; and one would usually consider provision of a community indoor venue for hire (either in partnership with a school or otherwise) for a rural COI of about 1,000 people.

Then, one of the most important documents in this report is the 4-pages of section 11.8 titled: Current and Future Community Centre and Library Provision – An Indicative Network Plan based on Draft COIs. Please see this section in the report. This table shows today's library and community centre network

by Community of Interest, and then suggests the future library and community centre network by COI. In turn, the current and proposed Library and Community Centre network is represented diagrammatically, which is replicated below. Please note it is a draft network direction and should be regarded as a base guide for ongoing discussion and as a live working document.

Proposed City Library + Community Centres Network

Facility Management for Community Centres

Suggested facility management recommendations for community centres, to be considered at the right time, are:

- Opportunity to better market and optimise the use of community centres, both collectively and severally, and to improve some levels of cost recovery
- Ensure the online booking system is being utilised for all bookings and for direct bookings by customers for all community centres, which would also assist to achieve consistent data plus free up local volunteer time
- The online booking system to also be used for other approved 'venues for hire'. Suggest will increase awareness of other venues, ease of booking, and utilisation
- Suggest review the ongoing role of Committees on a phased basis i.e., there is a logical time to make changes e.g., facility change
- An alternate option is shifting the role of community representation to advisory and to not be directly responsible for the facility management. If a shift in role occurs it must be meaningful.
- Ongoing mechanisms for community input and support are very important. Need to have processes to ensure different ages, ethnicities, and types of user all have an opportunity for input
- Any management change process is not! about taking past money away from groups. Transition mechanisms can involve the new Advisory Group being co-responsible with Council for approving use of any previous funds. Also, any revenues earned by a community centre must be expended for the benefit of that centre's operation.

Facility Costs, from an Operating Perspective

Whenever one builds a facility, one is also committing to ongoing asset costs including regular and Long-Term Maintenance (LTM), building insurance, utilities (power and water), cleaning and other related services (e.g., security, waste management, compliance), and rates.

Councils historically have accounted but not always funded for depreciation, and often not made sufficient future provision for Long-Term Maintenance. In section 14 SGL discusses the potential facility building costs implication of an orthodox approach to the provision of a Multicultural Hub, where Council is the principal capital funder, building owner, and responsible for ongoing building costs. Also this section indicatively estimates ***the ongoing building operating cost implication, which (at today's build prices) is about $13,500 to $15,000 per annum for every $1 million of capital spend*** (note these numbers don't include rates nor depreciation, although there is a probable LTM/depreciation cross over in these numbers of about 45%, as most Councils fund LTM from their depreciation reserves).

Consequently, these numbers further reinforce that one must, in every case, be very clear that a new build is valid and justified and that there is not a smarter way to do things, either by a service solution; by existing asset use and/or enhancement; or by a non-Council facility solution.

A Sub-Set Process of a Community Facility Planning Flow Chart – 'Match Users with Facilities in an Area' but Provide a Budget!

Also, as per the example of City of Casey's Community Facility Planning Flow Chart, a very early flow chart question is, 'Is this an asset response or a service response?'; and then later in the flow chart, two of the facility response options to consider are 'How to use existing Council facilities better?' and 'How to use non-Council facilities?'

Consequently, suggest a future Council response mechanism could be, when appropriate and <u>before advancing a facility development feasibility process</u>, that Council first assigns a budget to a Community Development Advisor for say a year to seek to meet community need (thorough smart hire subsidy as required) by utilising Council and non-Council facilities in the target community - to first see whether with subsidy support that this facility need can be largely met.

This may sound obvious. However what can tend to happen is Council staff are asked to encourage use of other facilities, but there is no budget assigned to assist doing so, and sometimes subsidy funding is either needed to make it attractive to the facility owner and/or to make affordable for the user.

SPECIFIC FACILITY RECOMMENDATIONS

The summary recommendations for each facility development are provided here only.

Please see each specific facility section for full detail on the consultation process, needs review and the strategy/facility development process, timing, capital cost, and future management considerations. Please also see the separate design packs for the Awapuni Library/Community Hub, Te Pātikitiki, and for the Pasifika Community Centre.

Note further detail is also provided in separate supplementary reports for the Pasifika Hub and the Multicultural Hub. In particular, due to sensitivities, potential strategic responses for the Multicultural Hub Solution are provided in a confidential section of the Multicultural Hub supplementary report.

Awapuni Library/Community Hub

The recommendations are:

1. ***Develop a 1,500m2 SW Library Hub at Awapuni which will also assist quality placemaking for Awapuni and achieve an IL3 local service centre in a civic emergency***
2. ***Complete design early (Y1) so shovel-ready*** to take advantage of any central government funding
3. Unless early central government funding, build start either Y4 (Q4 2027) or Y5 (Q4 2028) so ready in advance of Central Library shutdown
4. Once the new Awapuni Library/Community Hub is in place suggest it makes real sense to jointly manage both the new Awapuni Library/Community Hub and the existing Awapuni Community Centre, to ensure the facilities and services provided at both sites are optimised. Furthermore, with a permanent staff based at the Awapuni Library/Community Hub, to retain ongoing community input to the provision of services at both centres, suggest shift the role of a community committee to be one of an advisory rather than a management committee.

See section 17 for further detail.

Te Pātikitiki/Highbury Library and Community Centre

1. ***What is needed is the Stage 1A Library expansion at $3.45 million*** (if build starts Q4 2025) – this is the Core/ 'Must-Do' Project to meet community need. ***Note 20% of this cost addresses refurbishment costs of the existing building***
2. Recommend this Core Project occur in either Y2 or Y3 of the LTP i.e., desirably build start Q4 2025 or Q4 2026
3. Suggest community gardens/play areas/landscaping and scale of revisited say in Y6 (2029/30) – at this time desirable, not essential.

See section 18 for further detail.

Pasifika Hub

1. ***What is needed is the Stages 1A and 1B Hall expansion with additional kitchen, storage and office area at $3.78 million*** (if build starts Q4 2025) – this is the Core/ 'Must-Do' Project to meet community need. ***Note <u>30%</u> of this cost addresses refurbishment costs of the existing building***

2. ***Recommend this Core Project occur in Y2 of the LTP i.e., that the build starts Q4 2025. The need for these facilities is overdue***

3. Stage 2, the upstairs office space, is not considered needed at this time, with design provision for this option considered only. Please note, there is the option to reduce this core cost by about a further $100,000 if one does not undertake the preparatory work for Stage 2 as part of Stage 1, but one would need to be clear one does not ever wish to add a first-floor office area

4. Suggest the future need and case for a larger fale should be revisited at a later stage - In the first instance complete this Core Project, get it working well, suggest complete an overarching and comprehensive Pasifika strategy for the region, and then revisit the case for a larger fale. Also, at this time given the city's other pressing infrastructure demands, in a staged approach 'Consider Larger Fale' has been positioned in Y9 of the LTP

5. With the expanded facility, suggest the future management of the whole facility should also be reviewed in parallel i.e., it may be sensible for Council to directly manage the whole facility and to implement a Facility Advisory Group comprising representatives of the principal tenants/users.

See section 19 for further detail.

Multicultural Hub

1. ***There is a validated and real <u>current need</u> to meet the large gatherings and small/medium activity needs of Palmerston North's multicultural community.*** The 'Core Project' is about a 700m2 facility that can provide a main activity hall with a community commercial kitchen, together with supporting classroom and activity/meeting room and office areas. ***The multicultural community has also been very clear it needs to be a central city location***

2. As per the findings of this main report, ***the 'Multicultural Hub Solution' is an important part of the community centre and library network to meet the future needs of the central city catchment***, and to meet the specific needs of Palmerston North's multicultural community

3. ***Suggest a lease solution of an existing building in the city centre should be considered and progressed.*** From specific investigations to date suggest there is currently a very good option worth considering, which would require a total refurbishment cost of up to $900,000 (which may only require an additional net capital contribution of $300,000 by PNCC) and provide a very cost-effective lease option for a minimum period of 10 years, with the option to exit or renew the lease at the end of this period

See section 20 for further detail.

Overall Potential Timing and Phasing of Facility Recommendations

As per the disciplines applied in this research and strategy development process, SGL is very conscious there are finite dollars and that each and every recommendation must be valid and a smart use of scarce resources.

However there are three very real current facility needs requiring responses for the Pasifika, multicultural, and Highbury communities; plus there is a need for a cornerstone library community hub at Awapuni to address the resilience and required library services for the city's library network, which will realistically need to start being built within five years from today.

To assist to consider timing options, SGL has prepared four slides to show how possible solutions could be approached, which are consistent with the recommendations of this report. Because of the importance of these summary slides, two are replicated here. See section 21 for the other two slides showing dollars assigned to Option 1 and the possible timing of other stages (based on Option 1).

Projects	LTP Year									
	1	2	3	4	5	6	7	8	9	10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Pasifika		🏊								
Te Pātikitiki		📚								
Multicultural	👪									
Awapuni	📚 Design now so Shovel-Ready			📚 Build						
Central Library							📚 3 years prior			📚 Deadline for earthquake strengthening

POTENTIAL CORE PROJECT PHASING   - OPTION 1

Option 1 has Te Pātikitiki in Y2 and Awapuni Library build starts in Y4, with early Awapuni Library design in Y1 to be shovel-ready

POTENTIAL CORE PROJECT PHASING - OPTION 2

Projects	LTP Year									
	1	2	3	4	5	6	7	8	9	10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Pasifika		🌊								
Te Pātikitiki			📚							
Multicultural	👥									
Awapuni					📚 Design and then Build					
Central Library								📚 3 years prior		📚 Deadline for earthquake strengthening

**Option 2 moves Te Pātikitiki back one year to Y3 and Awapuni Library back one year to start build Y5.
Also no early design of Awapuni Library**

1.0 STUDY OBJECTIVE, APPROACH, & OUTLINE

1.1 Objectives

The Study objectives were:

1. To meet current and future community needs, to recommend future solutions for Awapuni Library, Te Pātikitiki/ 'Highbury library and community centre needs', and for a Pasifika Hub.

   In each case, this involved consulting with key stakeholders, considering strategic options, and to then develop the preferred option including a concept design with a supporting capital cost estimate.

2. To also identify the future need for a Multicultural Hub (and at a preliminary level consider possible strategic responses).

1.2 The Approach

What This Meant

- Although a recent city-wide community facility asset inventory had been completed, there was currently no high-level Library strategy for the city nor clarity on a future community centre strategy (including consideration of the future interrelationship between library and community centre strategies)
- With the required earthquake strengthening of the Central Library by 2033, there was also a need to consider the transition strategy while the future Central Library solution is addressed
- Also, for the best results it was very important the consultant team did not work in isolation from the Council team and key community stakeholders i.e., it was very important that the consultant team worked collaboratively with the Council staff team and community stakeholders to co-develop solutions and based on in depth information review, consultation, and analysis.

Funding Realities

A facility solution is a convergence of community need, capital funding achievability, and operational sustainability.

There are always finite dollars. Consequently it is very important to first consider how one can better use what one has, to be very clear what is the essential additional need that must be addressed now, and how can future spatial and wider planning best enable phased solution development over time to meet increasing and changing community needs.

PNCC & Consultant Team

As previously stated, for the completion of this work the Council and consultant teams worked collaboratively together and required the joint input, knowledge, and skills of all.

The key members of the PNCC team were:
- <u>Anton Carter:</u> Group Manager, Community Services
- <u>Linda Moore:</u> Manager, City Library
- <u>Stephanie Velvin</u>: Community Development Manager.

Other members of the Library and Community Development teams were also actively involved and supported this process and the consultant team also acknowledges the important input and support by Team Leader Business and Technical Support, Sharon Simpson; and Community Development Advisors Amy Viles, Salome Faaiuaso, Ahmed Obaid, and Martin Brady.

To complete the scope of this feasibility study also required a multi-disciplinary consultant team, which included:

- <u>SGL:</u> Director Steve Bramley, experienced community facility specialist with strategy, business case, and funding skills, who was responsible with Anton for the overall Study leadership
- <u>Sue Sutherland Consulting:</u> Library specialist – strong knowledge and experience of the library and information sector in NZ and internationally
- <u>BOON Team Architects:</u> Director Murali Bhaskar, with a 30-person team with strong experience with community facilities of all types
- <u>Rawlinsons Quantity Surveyor:</u> Director Patrick Hay

1.3   Summary of Overall Engagement Approach

As presented at the Council workshop on 3 November 2023, below is a summary of the overall engagement approach.

Specific engagement summaries are also included with each project discussion plus further detail in this report's Appendix 1, Key Meeting Record in particular involving Steve Bramley; and also in supplementary Library report's Appendices 4 and 5 for Awapuni Library and Te Pātikitiki, respectively.

SGL also wishes to acknowledge the willingness, collaboration, and helpfulness of all stakeholders during this Study process and our sincere thanks for the multiple inputs and extra work asked of many.

Engagement approach

- Identified core group of stakeholders for each facility, including those who had provided submissions, key community leaders and user representatives

- Via Te Whiri Kōkō, briefed Rangitāne on project purpose and engaged with nominated representatives for both Awapuni and Highbury

- Active listening, testing options and ideas across conversations

- Bespoke approach for each facility, depending on existing information and how conversations developed throughout

| 5 x Rangitāne engagement sessions | 25 one on one stakeholder interviews | 80+ survey responses | 3 x public forums | 4 x user group forums | 2 x Elected Members' sessions |

1.4   Report Outline

Report Content

The report content includes the following elements:

- Document review to ensure understanding of related key strategies and workstreams and of any relevant previous completed studies
- Detailed benchmark review of library services, nationally and PNCC, now and in the future
- Clarity on objectives and guiding principles (e.g., scalable & flexible use of spaces, asset optimisation, inclusive and accessible, environmentally sustainable design) for libraries and community centres
- In turn, based on future demographics and need, a recommended overall high-level Library strategy, which in turn provides a sound base for recommending specific solutions for Awapuni and Te Pātikitiki
- Consideration of other areas' community centre, venues for hire, and community houses strategies definitions and functions, and also two Australian examples of their community facility planning approach
- Inclusion of relevant facility development theory, including place making, 20-minute neighbourhoods, the importance of environmentally sustainable design, and communities of interest
- Discussion on the role and consequent functional and locational requirements of community centres (with wider consideration of the interrelationship/integration relative to library services and other community facilities). Then, based on demographics and communities of interest , a recommended high-level community centre network plan and strategies, which considers how future community outcomes could best be achieved (including locational, place making, management, and existing facility optimisation considerations)
- Consideration of possible wider facility development processes to assist future integrated, consistent, and robust assessment for all types of PNCC community facilities

- Strategic options discussion for all four 'projects' – engagement summary, gap analysis/need & broad scope, future spatial planning considerations, existing asset optimisation, site options, possible phasing over time
- For each of three facilities:
  o Preferred site option
  o Functional brief
  o Master plan and concept design with phasing (as applicable) plus capital cost estimate
  o Operational discussion
- For Multicultural Hub – Needs summary, preliminary strategic options discussion, and suggested next steps.

Project Stages and Sequences

- The report recommends directions for each 'project'
- The report is in each case also clear what is the 'Minimum Viable Proposition' to address current need and what could be phased over time
- Also, from the overall understanding of need, a basis for potential sequencing and timing is suggested.

Overall Report Elements

This report includes the following documents:

- This main report document, titled: Feasibility Study for Palmerston North City Council – Community Libraries/Hubs and Community Centres - November 2023, by SGL Group
- A supplementary report titled: Palmerston North City Library Review, Strategy, and Specific Library Facility Recommendations for Awapuni and Te Pātikitiki/Highbury – October 2023, by Sue Sutherland
- Two other supplementary reports to specifically document background and needs information for the Pasifika Community Centre, to inform future facility development directions; and the background and needs information with possible strategic responses (latter a confidential section) for a Multicultural Community Hub. These supplementary reports are titled:
  o Pasifika Hub Review and Facility Development Directions
  o PNCC Multicultural Hub Needs Review and Possible Strategic Reponses
- Facility Master Plans and Concept Plans for Awapuni Library, Te Pātikitiki, and Pasifika Community Centre – November 2023, by BOON Team Architects
- Capital Cost Estimates for Awapuni Library, Te Pātikitiki, and Pasifika Community Centre – November 2023, by Rawlinsons Quantity Surveyors.

1.5 Qualifier and Wider Explanation of Basis for Approach

As part of this process it became apparent at an early stage there was a lack of robust and comparable nationwide community centre data and benchmarks/norms, and that there was also a lack of (at least readily accessible/interpreted) facility and user data for Palmerston North's community centres.

In the absence of this nationwide and readily accessible community centre data, the approach taken was to firstly understand Australasian best practice and Palmerston North's current situation. In turn, an overall basis and also processes to inform future overall community centre provision for Palmerston North was developed.

The reason for this approach was to foremost ensure these overall core directions and strategy for community centre provision provided a sound basis to inform the specific proposed developments.

Furthermore, for a more comprehensive future library and community centre strategy one needs a much more holistic facility approach, and consequently SGL needed to prudently consider wider community facility development processes to provide a possible platform for a future integrated, consistent, and robust assessment approach for all types of community facilities. However, as stated above, the focus was on providing a robust planning basis for recommending the specific facility developments as per the objectives of this Study, and to not try to fully address the future required community facility development policies and processes.

As the national and local library data was robust one could provide a clear overall provision strategy for libraries, which provided an evidence-base for the Awapuni and Te Pātikitiki library developments, plus stakeholder consultation further validated and informed these facilities' specific requirements. However, there was a lack of future clarity on the future interrelationship between the increasing roles of libraries as community hubs and the provisions of community centres, and this also need to be considered.

For the Pasifika Hub and the potential response to meet the Multicultural needs of the City's migrant communities, specific facility needs were identified through consultation, data collation, and analysis. However, each of these facilities are community centres and it was very important the provision of facilities primarily catering for specific ethnic groups was also complementary and consistent with the overall library and community centre directions and strategies.

Due to time constraints SGL also notes there has been limited discussion nor investigation of the future role of marae as part of the community facility network but suggest this needs to be further considered with Rangitāne as part of future facility planning.

PART A - COMMUNITY CENTRE STRATEGY DEVELOPMENT

2.0 National and International Learnings

2.1 Auckland Council - Community Facilities Network Plan (2020)

(Source: www.aucklandcouncil.govt.nz/community-facilities-network-plan.pdf)

Overview

To keep pace with Auckland's growing and diverse population, and to ensure existing facilities are fit-for-purpose and affordable, a more holistic, community-led approach to the planning and provision of community facilities is required. Auckland Council will need to consider different models of provision for ownership, design, location and operation of facilities. Council's objectives for the future are to:

- ***Undertake integrated and coordinated planning across all types of community facilities*** to ensure future decisions are based on clear evidence and assessment of all options
- ***Maintain, improve, and make the best use of the existing network of community facilities where these continue to meet community needs***
- Focus investment on developing fit-for-purpose, integrated, and connected community facilities
- Explore opportunities to leverage and support partnerships with other providers.

Vision for community facilities

"Vibrant, welcoming places at the heart of where and how people connect and participate"

This plan focuses energies on progressing network priorities to ensure Auckland has the right facility, in the right place, at the right time. This will support staff who are operating facilities and delivering programmes to meet the aspirations and needs of communities. All three factors – (facility) provision, people, and programmes - are critical to achieving the vision for community facilities.

Scope of the Plan

The network plan makes specific recommendations regarding five types of community facilities, which are:

- Art and culture facilities
- Community centres
- Libraries
- Pools and leisure facilities
- Venues for hire (community and/or rural halls).

The facilities reviewed in this Plan includes facilities owned by Auckland Council; and also for facilities owned or operated by third parties who have an on-going funding relationship with Council to provide public access to the facility and contribute to meeting Council defined outcomes.

Auckland Council provides subsidised leases of land and/or buildings to community organisations. These buildings generally deliver outcomes specific to the lessee organisation. As these buildings are bound by the terms of the lease, they have not been assessed as part of this Plan. The exception are any leased buildings that deliver the same primary outcomes as venues for hire, community centres, art and culture facilities, pools, leisure facilities, and library facilities. An action to investigate and plan for the provision of leased facilities across Auckland is included in the future Action Plan.

While the operation of facilities is not in the scope of this Plan, changes to operations can have a significant impact on the successful provision of community facilities. The operation of community facilities is covered by operational business plans and asset management plans.

What Auckland Council Knows About Its Network

Network

- Council has a diverse portfolio of facilities, located based on legacy council investment
- There are some existing gaps in the network which means there are some communities which have lower levels of accessibility
- As the city grows, maintaining the level of provision will require significant investment over time.

Facilities

- Some facilities have existing capacity and are well placed to cater for increasing demand
- A number of facilities are old or in poor condition and will require investment to meet standards and remain operational
- Some of the facilities are not fit-for-purpose as they have physical limitations on how they can be used or may be difficult and expensive to operate
- Non-Council facilities play a significant role in meeting community needs and should be considered as part of future provision.

Customers

- There are some demographic groups which are less likely to use the facilities indicating possible issues with accessibility, suitability, or affordability
- Most existing users are happy with current facilities and many users have been visiting for a long time
- Majority of users travel by car unless the facility is located in a major retail or transportation hub
- Proximity and programming are major factors for users when deciding which facility to attend
- A number of facilities are not accessible to people with disabilities.

SGL Commentary regarding Relevance to Palmerston North

As referenced at the start of this section, and further explained elsewhere in Auckland Council's Community Facilities Network Plan, to be able to deliver a successful and affordable network that meets community needs and aspirations, and with increasingly constrained funding, Auckland Council realise they will need to have a future holistic approach to the planning and provision of community facilities. What does this mean? …to explain further:

As part of their initial Plan, Auckland Council recognised there were a large number of facilities outside the scope of their Plan (both Council and non-Council facilities) that contribute to meeting community needs. For example – sport club facilities, churches, and schools often have a strong presence in local communities and fulfil similar roles to Council's network of community facilities. Furthermore, Auckland has a number of community facilities that are old, in poor condition, and/or not fit-for-purpose. Therefore, Auckland Council now recognises that a full understanding of these facilities (and developing corresponding integrated strategies to optimise, phase, and resource) is essential if they are to be able to make informed decisions about their future investment in their Council facility network.

From SGL's understanding of Palmerston North's community facilities, the challenges are no different. The stocktake of community facilities has been completed but suggest this initial Library and community centre work is only <u>the first step</u> in the strategy and policy work needed to have a more holistic approach to the future provision of community facilities. As stated above, non-Council facilities play a significant role in meeting community needs and suggest must be considered as part of a future holistic approach to facility provision.

Also suggest there are two other observations and/or learnings from this previous section which, from consultation as part of this Study, are equally applicable to Palmerston North:
- That there are some demographic groups which are less likely to use the facilities indicating possible issues with accessibility, suitability, or affordability, and
- That proximity and programming are major factors for users when deciding which facility to attend.

Auckland's Communities

Auckland is comprised of different communities of interest with varying community facility interests.

Ethnic Communities

Community facilities are places where people from different ethnicities, cultures, and backgrounds can meet and get to know each other contributing towards building strong, vibrant communities. Community facilities serve as safe venues for migrant and refugee communities to come together for cultural-specific programmes and events. Suitable, child-friendly spaces to run weekend language schools and affordability are important to migrant and refugee communities.

Māori

Council is committed to advocating for and supporting strong and resilient Māori communities. Community facilities contribute to improving Māori well-being by providing spaces to connect, socialise, learn skills, and participate. The broader picture of community facility provision recognises marae and kohanga reo are important social infrastructure for Māori and the community. The Auckland Plan sets a priority to enable Māori aspirations for thriving and self-sustained marae. Opportunities for aligned provision and/or partnerships with marae facilities should be considered as potential options to meet community needs and to deliver Māori outcomes.

Pacific Island Communities

Arts and culture activities, religious functions, and early childhood education have been identified as important activities for Pacific Island communities. To accommodate these activities, spaces for large groups are important in community facilities.

People with Disabilities

People with disabilities consider high standards of access to and within community facilities as critical to their independence and quality of life. There should be a wide definition of accessibility which incorporates the principles of access for all through universal design, usability, and affordability. People with disabilities want a whole-of-journey approach to planning community facilities. It is important to consider the placement of and ease of access to facilities, including public transport and other services like health providers.

Rural Communities

Community facilities are important for rural communities as they are places where people come together and connect. Many rural facilities have been developed with significant local input over generations and consequently have a high sense of community ownership. Community facilities can also be the focus of civil defence in rural communities. Provision for rural communities needs to recognise the relative isolation and the limited access to facilities in urban areas.

Seniors

Community facilities are of tremendous value to seniors. The "drop in" aspect of community facilities allows for informal connections to be made, while also encouraging seniors to socialise within regular groups. In a digital age, many seniors require assistance with obtaining information on-line, and having access to computers is important. Many seniors have fixed incomes and have a greater reliance on public transport; therefore the accessibility and affordability of community facilities are key issues.

Young People

Young people want to be involved in the planning and delivery of facilities, not just those which have a specific youth focus. They also want spaces they can make their own and dedicated facilities or spaces for youth may sometimes be appropriate. Affordability is a major issue for young people and cost is a key barrier to accessing facilities.

A Changing Auckland

Auckland's population is growing, becoming more ethnically diverse with growing Asian and Polynesian populations, and like the rest of New Zealand is aging.

Changing lifestyles and expanding working hours are also shifting the available leisure time people have to use community facilities. This impacts on the peak and off-peak periods of community facilities. At certain times facilities are at full capacity and at other times there is ample capacity for more use.

SGL Commentary regarding Relevance to Palmerston North

Again, from the Study's consultation process, suggest many of the aspects for different communities are equally applicable for Palmerston North. Specifically:

- Suitable, child-friendly spaces to run language classes and cultural-specific programmes and events, plus affordability, are important to migrant and refugee communities
- Opportunities for aligned provision and/or partnerships with marae facilities should be considered as potential options to meet community needs and to deliver Māori outcomes
- Arts and culture activities, religious functions, and child education are important activities for Pacific Island communities. To accommodate these activities, spaces for large groups are important in community facilities; and similarly more and larger activity space was identified as the priority need from consultation with Palmerston North's Pasifika community
- There should be a wide definition of accessibility which incorporates the principles of access for all through universal design, usability, and affordability. A whole-of-journey approach to the planning community facilities is of particular importance to people with disabilities
- Community facilities can also be the focus of civil defence and not just in rural communities - community feedback commented on the importance of a future Awapuni community facility being able to meet this role in times of natural disaster where for example flooding may limit city-wide travel
- The "drop in" aspect of community facilities allows for informal connections to be made, and to also socialise within regular groups, is very important for seniors. Similarly, computer access and support, ease of accessibility, and affordability are also important community facility considerations for seniors
- Appropriate designed spaces for youth (through co-design processes for dedicated or shared spaces) and affordability are key community facility issues for young people
- Palmerston North future demographics will similarly see a growing, more ethnically diverse, and older population, and future facility provision needs to consider these changing demographics
- Changing lifestyles and expanding working hours are also shifting the available leisure time people have to use community facilities, meaning at certain times facilities are at full capacity and at other times there is ample capacity for more use, and potentially requiring new and different strategies to optimise community facility use in the future.

Community Centres

A Snapshot

- Auckland City Council has 62 community centres
- The centres are located throughout the Auckland Region with some gaps in urban and growth areas
- Community halls perform a similar function in rural areas
- Centres are of various sizes and ages, ranging from small bungalows to large multi-use facilities
- The average catchment area for community centres is 4.3km
- Monthly visits to facilities can vary between 300 to 16,000 per month. This can be attributed to the various sizes and services of each site. Those with larger rooms and more services saw greater monthly visitation numbers compared to those that have smaller rooms and less services
- Centres offer a range of programmes and bookable spaces
- In most centres, staff are located on site
- 77% of users are female (cf 51%)
- 38% of users are 50 years plus (cf 28%)
- Lower proportion of users under 30 years at 20% (cf 44%)
- 63% of users are NZ European/Pakeha (cf 58%). Lower proportion of all other ethnic groups

Outcome and Specifications

OUTCOME AND 'SPECIFICATIONS' FOR AUCKLAND COMMUNITY CENTRES		
Outcome Enable people to connect and participate in programmes and activities which are designed to reflect local need and place making. The range of activities can include small one-off events, group activities, regular classes, and other initiatives aimed at increasing wellbeing.		
	LOCAL SMALL	**LOCAL LARGE**
Function	Community development activities including small meetings, co-located working spaces, clubs and social gatherings, with activated programming and services.	Community development activities including small and large meetings, social gatherings, recreation, local art and culture, health and wellbeing, with activated programming and services.
Provision Approach	Located in local neighbourhoods. Walking catchment of up to 15-minutes or 30-minute drive of rural and coastal villages	Serves a catchment of up to 15-minute driving time. Located in metropolitan or town centres and satellite towns. Desirably located within the centre of town.
Ideal Schedule of Space	**Core Spaces** • Flexible bookable spaces which can be used for meetings, classes and activities for different sized groups and used for programmed activity • Innovative storage options • Kitchen facility	**Core Spaces** • Desirable 600 square metres or more • Multiple room sizes suitable for large meetings, dance, and exercise to small rooms for meetings and clubs (flexible or multi-purpose spaces)

	- Incorporation of information technology, services, and equipment including WIFI access - Integration with outdoor spaces **Potential Spaces** - Co-located shared working spaces - Secure outdoor space, with a small, grassed area for children and possibly a community garden - Drop in and informal space - Workshop space for 'maker spaces'	- Innovative storage options - Large kitchen facilities - Co-located shared working spaces - Innovative storage options - At least one room with sprung floor and adequate stud height for exercise and dance, possibly with a mirrored wall - Spaces for messy activities or children's play - Incorporation of information technology, services, and equipment including Wi-Fi - Integration with outdoor spaces - Drop in and informal space - Adequate carparking **Potential Spaces** - Workshop space for 'maker spaces' - Small business/social enterprise incubator space - Secure outdoor space, with a small, grassed area and playground for children - Community garden - Specialised space for art and culture or recreation activities
Identifying Gaps: **Urban**	- Within 15-minute walk from local or town centres - Target population threshold 5,000 to 10,000	- Within 15-minute drive from metropolitan areas/key town centres - Target population of 20,000 plus
Rural	- Within 30-minute drive of rural centres - Target population threshold 5,000 to 10,000	- Within 15-minute drive from satellite towns - Target population of 20,000 plus

Venues for Hire (community and rural halls)

A Snapshot

- Auckland Council has 135 venues for hire (community and rural halls)
- Over 40 percent of community halls are located in the more rural Local Board areas of Rodney and Franklin
- Average size of 426 m2 (ranging from 81 m2 to1,450 m2)
- Average age of 60 years old
- Visits per month vary significantly between facilities from 300 to 20,000+, reflecting variable sizes of facilities
- No staff located on site
- 67% of hirers are female (cf 51%)
- 74% of hirers are over 40 years (cf 43%)
- 69% of hirers are NZ European/Pakeha (cf 58%).

Outcome and Specifications

OUTCOME AND 'SPECIFICATIONS' FOR AUCKLAND VENUES FOR HIRE	
Outcome Provide affordable space for people to meet and participate in social, recreational, educational, health and well-being programmes, events, activities, and functions that serve local areas.	
Function	Bookable space available for the community to book and run their own activities
Provision Approach	- Improve and optimise the current network of venues for hire - No longer build or acquire standalone venues for hire - Include bookable space within integrated and connected community facilities - Encourage and support other community providers to share bookable space
Ideal Schedule of Space	Flexible spaces which can be booked for meetings, classes, and activities for different sized groups
Identifying Gaps	Access to bookable space within 15-minute walk from local or town centres
	Access to bookable space within 30-minute drive from rural centres

SGL Commentary regarding Relevance to Palmerston North

Learnings from the above section and/or relevant Palmerston North observations from this Study are:

- Auckland has clear definitions for community centres and venues for hire, and also distinguishes between small and large community centres by facility area, catchment size, and description – small centres have a facility area of < 600m2, usually cater for a target threshold (minimum) population of 5,000 to 10,000, and have a walking catchment of 15-minutes from local or town centres or are within a 30-min drive of rural villages; and large community centres have a facility area of > 600m2, usually cater for a target population of 20,000 plus, and serve a catchment of up to 15-minutes driving time from metropolitan areas/key town centres

- The purpose/outcome for Auckland Council's community centres places an emphasis on place making; and for both Auckland Council's community centres and venues for hire on meeting local need

- In the case of Auckland many community centres are staffed, whereas with the exception of Highbury Whanau Centre (and in effect this Centre's primary user is alternative education and why it is staffed) and for the Pasifika Community Centre (by PPCT), this is not the case for PNCC's current community centres

- Auckland's community centres and venues for hire are more heavily booked and used by females, older ages, and NZ European/Pakeha relative to actual demographics. Corresponding user information for Palmerston North's community centres is unclear, but if one ignores the Highbury Whanau Centre (due to its primary alternate education function), from Community Development staff feedback there are probably similar user patterns.

What this wider reading and this Study also highlighted was, although there is currently very good and historical data for Palmerston North City's libraries and libraries nationally and internationally; there was a lack of robust and comparable nationwide community centre data and benchmarks/norms, and that there was also a lack of (at least readily accessible/interpreted) facility and user data for Palmerston North's community centres.

The slides below provide a further succinct summary of the key points in this sub-section.

NATIONAL AND INTERNATIONAL LEARNINGS RE COMMUNITY FACILITIES

Case Study: Auckland Council - Community Facilities Network Plan (2020)

FUTURE OBJECTIVES

Undertake integrated and coordinated planning across <u>all</u> types of community facilities to ensure future decisions are based on clear evidence and assessment of all options

Maintain, improve, and make the best use of the existing network of community facilities where these continue to meet community needs

Focus investment on developing fit-for-purpose, integrated, and connected community facilities

Explore opportunities to leverage and support partnerships with other providers

NATIONAL AND INTERNATIONAL LEARNINGS RE COMMUNITY FACILITIES

Case Study: Auckland Council - Community Facilities Network Plan (2020)

1. Clear Definitions of community centres and venues for hire

Small Centres:
- Facility area of < 600m2.
- (Minimum threshold) 5,000 - 10,000 people.
- Walking catchment of 15-minutes from local or town centres or 30-min drive of rural villages.

Large Centres
- Facility area of > 600m2.
- Usually > 20,000 people.
- 15-minutes driving time from metropolitan areas/key town centres

2. Auckland Council's community centres outcomes place an emphasis on place making (and meeting local need)

3. Many Auckland community centres are staffed, which is not the case for PNCC's current community centres, with the exception of Highbury Whanau Centre (as this Centre's primary user is alternative education and why it is staffed) and for the Pasifika Community Centre (by PPCT)

4. Auckland's community centres and venues for hire are more heavily booked and used by females, older ages, and NZ European/Pakeha relative to actual demographics. Corresponding user information for Palmerston North's community centres is unclear but anecdotally there are probably similar user patterns

5. Quality of Data: Current data for Palmerston North City's libraries and libraries nationally and internationally is very good. There is a lack of robust and comparable nationwide community centre data and benchmark/norms, and for PNCC's community centres there is currently limited, inconsistent, and incomplete data. **Without good data one can't manage - need future quality utilisation data for community centres**

2.2　The Role of Community Houses for Hamilton

The role of community houses was well captured by a Hamilton City Council report dated March 2021, with their roles summarised as follows:

a) Community houses work for the wellbeing of their community of place, directly and indirectly supporting people in immediate need and providing infrastructure for community connectedness to thrive

b) Community houses are also the physical spaces where the community comes together to meet, connect, and belong

c) They are often the kaitiaki of local community gardens, sports facilities, playgrounds and parks, and community halls.

d) Community houses become the first point of call for the public, both to use facilities and to advocate when additional facilities are needed

e) Community houses facilitate network and interagency meetings for their local communities

f) Community houses play a significant role in addressing the immediate needs of people in crisis (which was very much demonstrated during COVID)

g) Several community houses are connected with Civil Defence in a formal manner while the remaining could be called upon to operate as community-led centres during such emergencies

h) Community houses utilise different programmes to give young people a sense of belonging and to increase their ability to engage in education, training, and employment

i) Community houses provide local community events which create experiences that provide fun alongside opportunities for great social connectedness

j) Community houses are a key partner of Council to increase civic engagement, by both promoting opportunities for their communities to participate in formal processes and where appropriate creating opportunities for them to co-design solutions.

> *SGL Commentary regarding Relevance to Palmerston North*
>
> In some cities community houses are performing an important community centre role, such as Hamilton which has a network of nine community houses for a current population of 185,300 (2023 estimated population).
>
> Often community houses are distinct from community centres in that one of their primary purposes is to, as per role a) above, "directly and indirectly support people in immediate need". To that end they will often provide food services, a local venue for such services as budgeting advice or counselling, afterschool activity and education programmes (e.g., OSCAR, Kip McGrath), etc.
>
> Consequently community houses are also located in areas with higher social deprivation, with the facility very much acting as safe space. However many of their other functions are very similar to a <u>staffed</u> community centre i.e., are, as per role b) above, "physical spaces where the community comes together to meet, connect, and belong".
>
> When considering levels of provision, community centres in areas of higher social deprivation have (on a catchment size basis) a consequent higher relative need for an increased level of shared, safe areas i.e., the need for community centres to very much be a 'community lounge' - a place of connection, support, and safety.
>
> It is noted of Palmerston North's current community centres that the Pasifika Community Centre is providing many of the roles of a community house with the provision of food services, support services, and afterschool and education programmes; and that the Manawatu Multicultural Council is also providing support services and language classes.

The slides below provide a further succinct summary of the key points in this sub-section.

NATIONAL AND INTERNATIONAL LEARNINGS RE COMMUNITY FACILITIES

Case Study: The Role of Community Houses for Hamilton

1. In some cities community houses are performing an important community centre role. Compare Hamilton with 9 community houses for a 185,300 population (2023)

2. Community houses are usually distinct from community centres because one of their primary purposes is to "directly and indirectly support people in immediate need". For example, can provide food services, a local venue for such services as budgeting advice or counselling, afterschool activity and education programmes (e.g., OSCAR, Kip McGrath), etc.

3. Consequently community houses are also located in areas with higher social deprivation, with the facility very much acting as safe space. However, many of their other functions are very similar to a staffed community centre - "physical spaces where the community comes together to meet, connect, and belong"

4. When considering levels of provision, community centres in areas of higher social deprivation have (on a catchment size basis) a consequent higher relative need for an increased level of shared, safe areas - the need for community centres to very much be a 'community lounge' - a place of connection, support, and safety.

2.3   Knox City Council, Melbourne

(Source: Knox City Council website, January 2022 - www.knox.vic.gov.au/community-facilities-planning-policy.pdf)

Knox City Council has eight planning principles which underpin the Community Facility Planning Process. These principles are listed below:

1. Wellbeing

Community facilities are accessible, enhance community networks and activity, provide connections, strengthen local identity, and contribute to self-sufficiency.

2. Equity and Opportunity

Community facilities encourage participation; enhance creativity, activity and healthy lifestyles; and support gender equity and the diverse needs of all demographic groups within the community.

3. Economic Benefit

Community facilities are located and designed to complement local businesses and services. They are affordable, technically and economically viable, provide security of tenure, and are managed and operated to minimise duplication and costs.

4. Design & Sustainability

Community facilities are designed to support compatible multipurpose, flexible spaces; respond to the surrounding social, natural and built environment; contribute to sustainability outcomes; and respect and celebrate the character and identity of local communities.

5. Location

Community facilities are located to service diverse communities and are accessible to the widest possible range of community members in convenient and central locations. These locations are to be well served by a range of transport, particularly public transport.

6. Community Safety

Community facilities support the provision of safe and secure community places that enhance quality of life, equity, law and order, and stability.

7. Partnership and Alliances

Community facilities are supported by collaborative arrangements and partnerships between government, education, industry, private sector, and the community.

8. Investment

Community facility planning considers a range of investment options including public and private sector contributions, owning, co-owning, renting, or sharing.

SGL Commentary regarding Relevance to Palmerston North

In general, there are many similarities between Community Facility Planning Principles for New Zealand and Australia.

However , this Knox City Council set of community facility planning principles has been included because, usually, Australian Councils' planning principles place a greater emphasis on place making outcomes (e.g., see above item 3. Economic Benefit – "are located and designed to complement local businesses and services, …economically viable…") and also place a greater emphasis on funding achievability and financial sustainability (e.g., see above items 8. Partnership and Alliances and 9. Investment). It is not that New Zealand Councils don't consider these things but to assist sustainability some 'standard' Australian community facility models can include a clustering of an early childhood centre, health centre, educational services (e.g. library, after school programmes, etc), some commercial space from a fitness centre to retail to food and beverage, etc i.e., there is a deliberate planning bias and intent to co-locate some income-earning activity and services (whether government funded and/or private sector) together with local Council and community services.

This approach often enables community facility outcomes to be more achievable and sustainable by such a facility and service mix optimising Federal and State Government funding and also (other existing) local Council services funding, plus also private investment and ongoing revenue.

2.4   Clayton Community Centre, Melbourne

Overview

Clayton is a culturally diverse community in the City of Monash, with large Greek and Chinese representation. With many new arrival residents and pockets of high unemployment, Clayton is one of the most disadvantaged communities in Monash.

In response to a range of persisting social challenges such as crime, violence, alcohol and drug misuse, and significant social disadvantage, the Clayton Community Centre was established in 2008. This project was seen as an aspirational and practical response, taking the opportunity to decommission and relocate the existing unsafe and undesirably located Library. The aim was to create a safe and welcoming community space to act as the heart of Clayton. The centre comprises a range of previously disconnected government services, along with a number of other community providers.

Context/Setting

Service mix	**Education**	Including a preschool and a playgroup
	Health	Including a maternal and child health centre
	Community Infrastructure	Including a library, meeting rooms, and theatre
	Community Services	Including youth and family services
	Wellbeing	Including an aquatic and health club
	Commercial	Including a café
Level of integration	The collocation provides opportunities for interaction and collegiality among services, however, consultation identified that there is currently only a modest degree of service integration	
Site characteristics	**Brownfield**	Purpose built facility, however, this was an expansion of an existing Council site (the Clayton Fitness Centre); and the previous library building was decommissioned
Funding	**Public**	Including different levels of government such as Council, State Government and sale of land
Partners (inc. lead agency)	**Lead Agency**	Monash City Council
	Partners	Clayton Aquatics and Health Club, Clayton Children's Services, Clayton- Clarinda Arts Inc., Monash Youth Services, Link Health and Community

Foundations for Success

Focus and Vision

The Clayton Community Action Plan identified a range of development areas for the community, which set out the vision of the hub. This outlined five areas including a focus on communicating and learning; community wellbeing; the natural environment; community safety; access and amenity; and recreation and leisure.

Governance and Culture

Governance was led by a Steering Committee, with representatives from State Government, Monash and Kingston Councils, along with other stakeholders. In addition, there was a Project Working Group that met weekly throughout the entire planning and building stage of the project. The Project Working Group comprised of the Director City Development and the Manager Information and Arts from the City of Monash, representatives from Link Health and the aquatic centre, urban designers and architects, as well as project management coordinators. There was a strong sense of collegiality and goodwill among the project team, which was generated from the common belief that this project was going to bring significant positive change and impact to the community. This created a high level of enthusiasm and engagement from different project team members.

Collaborative and Detailed Planning

Community representatives were not directly involved in the Steering Committee. However, they were extensively involved through four resident groups, who met regularly with the Steering Committee on an ongoing basis. Other community engagement channels were also deployed, such as the display of newsletters in the public library, holding community forums, and establishing community development and services directorate networks. The facility is located in close proximity to public transport and the main shopping area, which increases accessibility for members of the community.

Measurement

In 2012 an evaluation was undertaken for the hub together with two other hubs in the adjacent City of Kingston (i.e., for Clarinda Community Centre and Melaleuca Community Hub). A Participant Survey was undertaken to help assess participation across the hubs and the outcomes of the projects. Results are summarised in the following section.

Outcomes

Service Awareness and Access

The evaluation study of the three hubs found that there had been increased knowledge and use of services, with 93% of respondents reporting that their use of local services had increased, specifically in relation to the Clayton Community Centre. This had been shown by a sustained increase in library visits of almost 30%. Being located next to an aged care facility was also reported to have increased access for these residents, particularly services relating to health and wellbeing.

Community Networks, Cohesion and Engagement

Through partnering with and supporting a range of targeted programs, the Clayton Community Centre had contributed towards promoting community inclusion and encouraging community participation. One example was the "Monash Woman Building Bridges" project, which was aimed at increasing and building migrant and refugee women's leadership and social networks. The project provides training as well as the option for participants to become a 'champion' and help deliver workshops for other women.

Connecting Culturally Diverse Populations

The centre had served as the venue for a number of themed community nights. A community night with a Chinese and Vietnamese theme in 2013 attracted over 500 local residents. These nights were supported by volunteers from the project theme groups. Survey results showed two thirds of respondents indicated that they were a part of a local group as a result of the project. Moreover, 73% of respondents felt that they had improved their networking skills as a result of the project. Community nights had also led to a local Indian and African community group organising their own events and showcasing their culture at the Clayton Community Centre.

Educational Outcomes

The centre offered a Cert 3 course in Aged Care and Home and Community Care, targeted at culturally and linguistically diverse populations. This was a successful programme, with over 80% of graduates gaining employment. There was also the opportunity for different community groups using the theatre to collaborate with each other and share learnings.

Safety

The project had reduced the opportunity for anti-social behaviour, graffiti, and crime. Perceptions of safety had increased, with 84% of respondents indicating that they felt an improvement in safety.

Lessons Learnt from Clayton Community Centre

- The library and aquatic centre served as an anchor service of the centre, which invited general public/community access. The library was seen as the "lounge room of the community"
- Wide consultation with the community over both the planning and operational phase of the centre was a key to success. The centre has been particularly successful in bringing the community along for the journey, letting them have their say and maintaining lines of communication
- There was reported initial resistance from an incumbent user group for the opening up of a particular facility to a broader user group. Equitable access was eventually secured for all user groups, achieved through extensive and persistent negotiation with the incumbent to demonstrate the benefits
- Partners must have a shared understanding of the vision to address community needs.

Two other aspects regarding the Clayton Community Centre example relevant to Palmerston North should also be mentioned:

- As per the previous Knox Community Facility Planning Principles section and SGL Summary, Clayton Centre is a good example of the clustering of facilities and services to enable a sustainable staffed facility for the benefit of all users and some facility and operational economies of scale and efficiencies
- As stated, Clayton was a culturally diverse community catering for a large migrant community. Their community centre development approach was to provide a community centre first, to meet the needs of the whole community and to achieve whole-of-community integration, not a multicultural hub targeted for migrant communities per se. Often a project can get a label such as a multicultural hub and one can jump to a perceived end goal that one must have one facility catering for all (or the majority of) migrant nationalities, whereas one needs to be very clear on what is the unmet need and what is the best way an existing and future network of facilities in the community, whether public and/or private, can respond to this need. Also, the needs of growing migrant communities can often change quite quickly over time and facility provision solutions must be sufficiently flexible to cater for their changing needs.

The slides below provide a further summary of the key points in this sub-section.

NATIONAL AND INTERNATIONAL LEARNINGS RE COMMUNITY FACILITIES

Case Study: Knox City Council, Melbourne - Planning Principles for the Community Facility Planning Process

Planning Principles

Wellbeing

Equity and Opportunity

Economic Benefit

Design and Sustainability

Location - located to service diverse communities and accessible to the widest possible range of community members in convenient and central locations; and are well served by range of transport, particularly public transport

Community Safety

Partnership and Alliances - Community facilities are supported by collaborative arrangements and partnerships between government, education, industry, private sector, and the community

Investment - Community facility planning considers a range of investment options including public and private sector contributions, owning, co-owning, renting, or sharing

There are many similarities between Community Facility Planning Principles for NZ and Australia.

However most Australian Councils place a greater emphasis on funding achievability and financial sustainability - see Knox's Partnership and Alliances and Investment principles.

Some 'standard' Australian community facility models can include a clustering of an early childhood centre, health centre, educational services (e.g. library, after school programmes, etc), and commercial spaces such as a fitness centre, retail, food and beverage.

There is a deliberate planning bias and intent to co-locate some income-earning activity and services (both government funded and/or private) together with local Council and community services, often making shared funding solutions (capex and opex) more achievable

NATIONAL AND INTERNATIONAL LEARNINGS RE COMMUNITY FACILITIES

Case Study: Clayton Community Centre, City of Monash, Melbourne

Clayton is a culturally diverse community in the City of Monash, with large Greek and Chinese communities. With many new arrival residents and pockets of high unemployment, Clayton is one of the most disadvantaged communities in Monash

Facility Service Mix

	Education	Including a preschool and a playgroup
	Health	Including a maternal and child health centre
	Community Infrastructure	Including a library, meeting rooms, and theatre
	Community Services	Including youth and family services
	Wellbeing	Including an aquatic and health club
	Commercial	Including a café

Learnings

The library and aquatic centre served as an anchor service of the centre, which invited general public/community access. The library was seen as the "lounge room of the community"

Clayton Centre is a good example of the clustering of facilities and services to enable a sustainable staffed facility for the benefit of all users and facility and operational economies of scale/efficiencies

Clayton was a culturally diverse community catering for a large migrant community. For their community centre development, their approach was to provide a community centre first, to meet the needs of the whole community and to achieve whole-of-community integration, not a multicultural hub targeted for migrant communities per se.

The learnings are one needs to be very clear on what is the unmet need and what is the best way an existing and future network of facilities in the community, whether public and/or private, can respond to this need. Also, the needs of growing migrant communities can often change quite quickly over time and facility provision solutions must be sufficiently flexible to cater for their changing needs

Palmerston North Strategic Context and Current Community Centres

3.0   Palmerston North City Council Strategic Context

(Source: PNCC Long-Term Plan, 2021- 2031)

3.1   Vision

Palmerston North: Small city benefits, big city ambition
Papaioea: He iti rā, he it pounamu

3.2   Strategic Goals

We have identified five strategic goals for achieving this vision:

An innovative and growing city - He tāone auaha, he tāone tiputipu

A city that is clever about the way it uses its natural advantages to encourage and support innovation, entrepreneurship and new industries, and positions itself to take advantage of change to fuel sustainable growth, prosperity and wellbeing.
Target: 12,000 more jobs by 2031

A creative and exciting city - He tāone whakaihiihi, tapatapahi ana

A city that draws inspiration from the diversity within its culture and creates a vibrant urban environment that attracts creative and clever people, and nurtures creative talent.
Target: A score above 65 in the Creative Cities Index by 2031

A connected and safe community - He hapori tūhonohono, he hapori haumaru

A city that includes, supports, connects and uses the talents and advantages of the whole community in the pursuit of prosperity and wellbeing. A city that has an international reputation as a safe city in which to live, study, work and play. A city that embraces its Iwi heritage and partnership, and where people connect with the city's past, celebrating its history and heritage.
Target: More than 75% of people consider Palmy is a welcoming and inclusive city with a good standard of living by 2031

An eco city - Te tāone tautaiao

We want a future-focused city that plans for and cares about the future, enhancing its natural and built environment. Our city will realise the benefits to society from creating clean energy, lowering carbon emissions, and reducing our ecological footprint.
Target: A 30% reduction in CO2E emissions in Palmerston North by 2031 [from the 2018 baseline]

A driven and enabling Council - He Kaunihera ahunui, whakamana i te iwi

A Council and organisation that works as one team with its communities and is a catalyst and enabler for change in the city."

3.3   Guiding Principles

"We have adopted seven principles to guide the way Council and Elected Members interact with our communities and lead our city. The guiding principles will be evident in the way we engage, plan, make decisions and allocate resources on behalf of our city and residents. These guiding principles are:

- **Inclusive:** We celebrate diversity and are inclusive and collaborative in our engagement, planning, decision making and service provision, to ensure our actions are fair and equitable.
- **Open:** We are accountable and responsive to our community and transparent in our decision making. We make decisions in public whenever possible and clearly communicate the reasons behind them.
- **Ambitious:** We are ambitious in our aspirations for our city. We actively pursue new options that can enhance our prosperity and wellbeing so that our residents have more opportunities.
- **Bold:** We provide visionary leadership, take considered risks and make tough decisions where needed to benefit our community and sustain our future.
- Enabling: We support our community to build its capacity to achieve its goals through community-led solutions to community issues.
- **Guardianship:** We act in the public interest as responsible and ethical stewards of the city and the infrastructure assets and resources under our control, ensuring they are used efficiently and effectively to deliver public value now and into the future.
- **Caring:** We care about and support the social, economic, environmental, and cultural well-being of our communities, now and in the future."

3.4   PNCC's LTP 2021-2023 Goal 3: A Connected and Safe Community

As per Council's current Long-Term Plan, Goal 3 is:

"A Connected and Safe Community - He hapori tūhonohono, he hapori haumaru

Our goal is for Palmerston North to be a city where everyone feels connected and included. We want to be a safe city, where people have access to the housing they need and opportunities to connect with others. We want communities to have access to accessible and appropriate social support.

We understand that we need to work with our partners towards achieving our shared goals. We can achieve better outcomes with our communities by working effectively together.

Target: More than 75% of people consider Palmerston North is a welcoming and inclusive city with a good standard of living

Paetae: Kia eke ki tua atu i te 75% o te marea e kī ana he tāone whakahei, he tāone whakauruuru a Papaioea, ā, e papai ana te paerewa noho

Within Goal 3 Council has the following Plans and Activities:
- Connected communities
- Safe communities.

3.5   Connected Communities Plan

Connected Communities covers:

- **Community facilities**
- **Community development**
- Social Housing
- **Healthy communities**
- Events and Festivals.

As (most) relevant to this Study, further explanation of the bolded areas are as follows:

Community facilities: Community facilities provide opportunities for people to participate in their communities. Opportunities to take part are encouraged when community facilities are planned and delivered in partnership with the communities they serve.

The purpose of this chapter is for communities to have access to community facilities. Libraries, community centres, cemeteries and other community facilities will be responsive to community needs.

Community development: Palmerston North is home to diverse communities of identity, interest and place. Community development is "the process of enabling diverse groups to share concerns, plan for the future, capitalise on opportunities and strive toward wellbeing."

Empowered and well-connected communities, served by sustainable for-purpose organisations, can support every person to thrive. For-purpose organisations are sustainable when they have funding, volunteer support, and the time to build relationships and learn from others.

The purpose of this chapter is to have strong for-purpose organisations that support communities to achieve their aspirations.

Healthy communities: Community wellbeing includes all aspects of health, te whare tapa whā, and includes the promotion of physical wellbeing. Community venues, events, and public spaces provide opportunities to improve the health of communities.

The purpose of this chapter is to improve the health of communities in Palmerston North."

3.6   Purpose of the Plan - Te take o te mahere

"The 10-Year Plan levels of service for this Plan and Activity and key measures/targets (relevant to this Study) are:

- Provide the City Library that collects, curates and provides access to knowledge, ideas and works of the imagination that are primarily focused on meeting the needs of communities with the greatest needs and reflect the diverse and changing needs of communities
- Provide library programmes that support the development of literacy in all its forms
  Key measures/targets: More than 800,000 visits per year. Average use per physical item per year is at least 4. Narrative measure outlining the development and use of digital collections and also outlining the results of user and residents' satisfaction surveys

- Support community centre management groups to provide community centres that are responsive to the needs of their communities
  Key measures/targets: Community centres are well used. Aim is to have an average 1,400 hours' usage per year.* Narrative measure outlining use of centres and range of use.
  (*It is noted this quantitative measure is currently not recorded)
- Support and fund communities and for-purpose organisations to build community, neighbourhood, and organisational capacity and capability
  Key measures/targets: More community-led projects are supported by Council. Narrative measure outlining description of activities funded and their outcomes.

Council will also monitor the Plan through the one-off measures that are reported annually though the City Dashboard, (and as relevant to this Study) include:
- Community centre users are satisfied with the community centre facilities and services
- There is an increase in community volunteering by people age under 65 years
- Engagement and consultation methods match the significance of the issue and the preferences and needs of interested and affected people
- Increase in the diversity of those who are 'having a say', either through formal processes such as standing as a candidate for election, writing a submission, speaking in public comment, or informal opportunities, such as attending consultation drop-in sessions, nominations for civic awards."

3.7   Community Wellbeing and Related Strategies

As part of considering this report it's important to understand the relevance of all related plans, key strategies, and workstreams.

The City's Community Wellbeing Strategy summary slide below (as presented at the Council workshop on 3 November 2023) shows all relevant key, secondary, and other related/adjacent plans for this work.

Feasibility Study Links to Strategic Plans

Plans relevant to Study

- Key Plans
- Secondary Plans
- Adjacent Plans
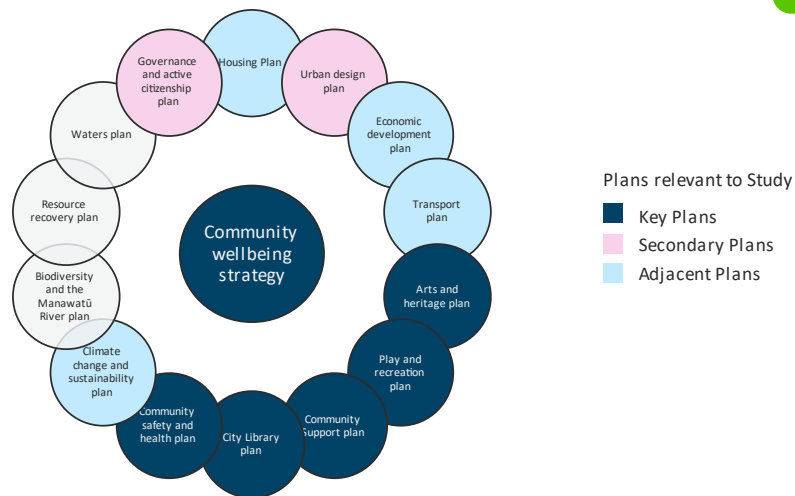
Similarly, as also discussed at the Council November workshop, it was important to be aware of the key strategies and workstreams listed below. In particular in this report, the relevant findings of the Community Places report are captured and discussed in the Demographics, Community Places, and Community Centre sections.

Strategies and Masterplans
- Future Development Strategy
- District Plan
- Civic and Cultural Precinct Masterplan
- Arena Masterplan (Note specific discussion with Plamy Venues John Lynch to understand venue availability)
- Healthy Streets and Streets for People

Reports
- Community Places
- Panako Park

Projects
- Enviro Hub
- Seismic solution and upgrade of the Central Library (obviously impacting on the timing of the need for other library facility developments/transition solutions)

Workstreams
- Whanau Ora
- Enabling Good Lives
- Welcoming Communities and Welcoming Schools

In the supplementary Library report, there is also a summary page showing how the draft City Library Direction Plan 2023 – 2028 and its proposed six principal focus areas of Prosper, Remember, Connect, Create, Read, and Resilience all directly link to the goals of the City's Community Wellbeing Strategy.

4.0   Palmerston North Demographics

4.1   An Overview

(Source: Public Dashboard - enviso.com)

Palmerston North population and household projectio…
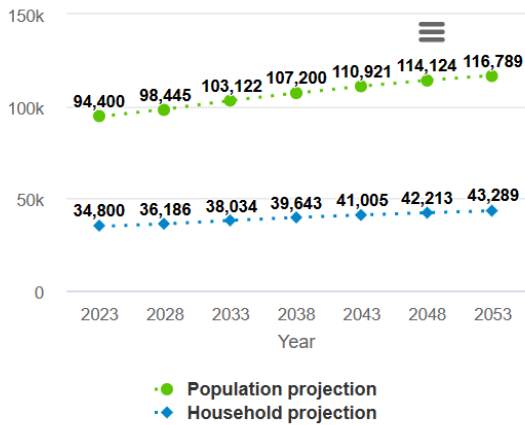
Source: Palmerston North City Council

Age group projections (number of people) of the Palme…
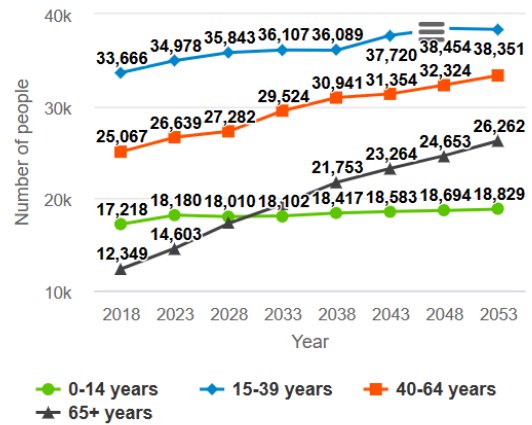
Source: Palmerston North City Council

Age group projections as a proportion of the Palmersto…
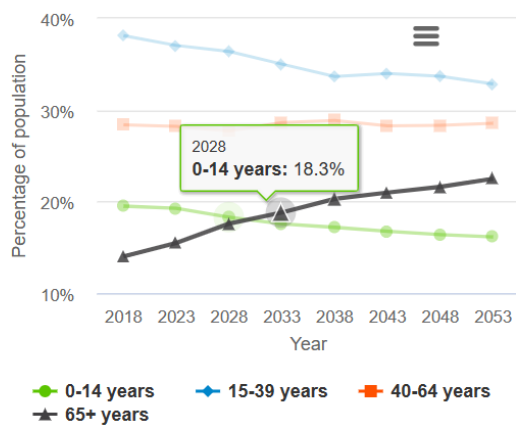
Source: Palmerston North City Council

Ethnic groups in Palmerston North and New Zealand as…
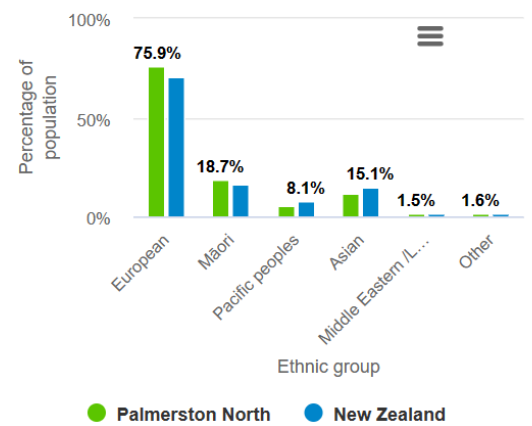
Source: New Zealand CensusAt the time of the 2018 census 75.9% of the Palmerston North population…

Note this population growth assumes :

- The regions will pick up a greater share of migrants
- Population growth from natural increase (births minus deaths) will weaken due to the ageing population.

4.2 Recent Population Growth

(Source: Community Spaces Research 2022)

The figure below shows the population growth between 2006 to 2018 was distributed unevenly across the city's area units. Low growth areas were predominantly located in the city centre (1-5% population growth, shown as white). Negative growth was noted in the grey areas. Higher growth of 21-100% occurred in the outer suburbs including Royal Oak, Kelvin Grove North, Whakarongo, Ashhurst, Aokautere, Aokautere Rural, and Poutoa , coloured dark orange to red.

Figure 2. Population Growth Per Area Unit Palmerston North 2018
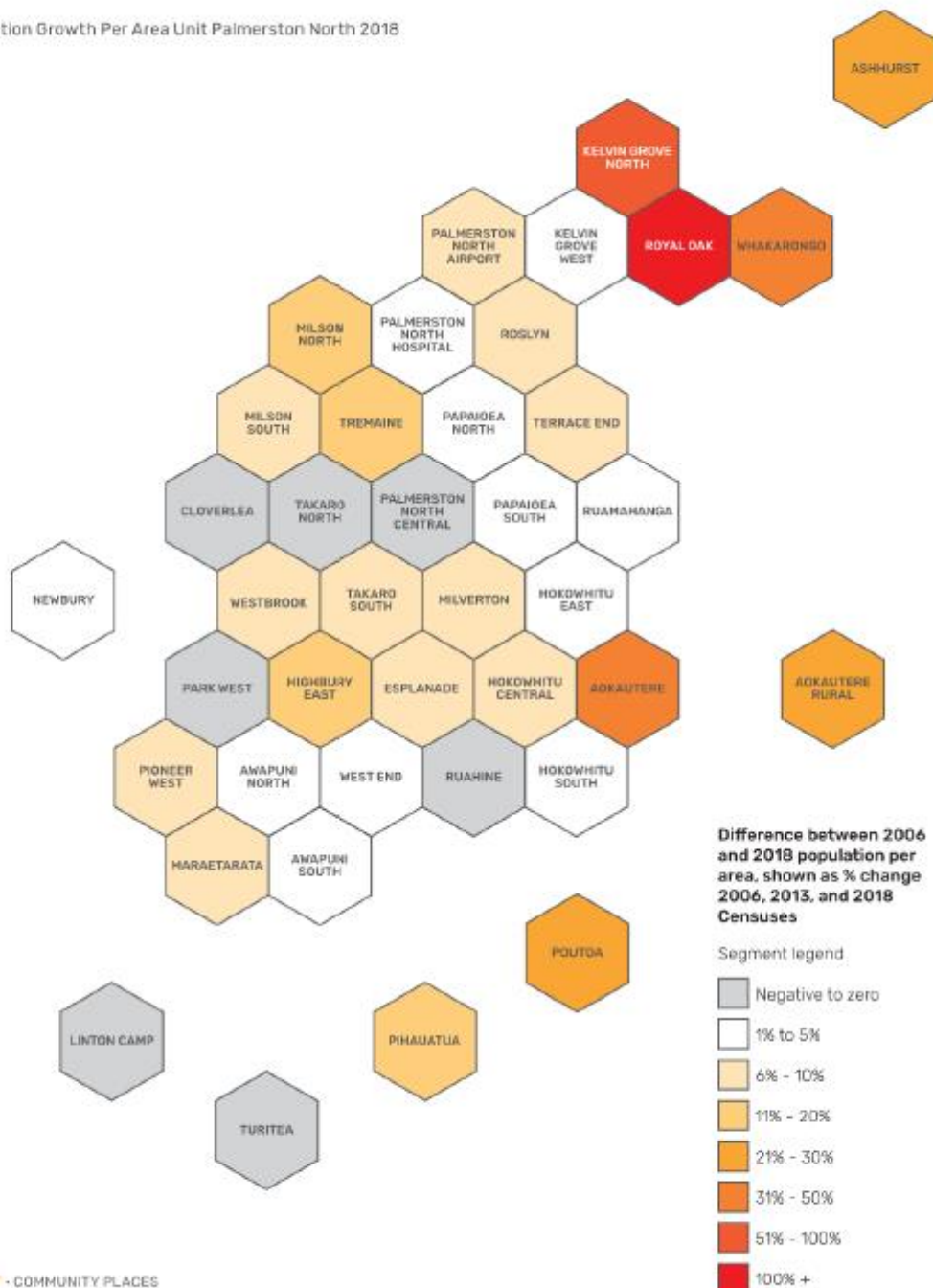
4.3   Future Growth Areas

(Community Spaces Research 2022)

In an effort to meet the city's increasing demand for housing, and the requirements of the National Policy Statement on Urban Development, Council has identified and progressed the planning and development of several urban growth areas. The table below shows estimates of the expected growth over time.

Table 2. Summary of 2021 Estimated Housing Capacity Assessment

	Short-term (2021-24)	Med-term (2024-31)	Long-term (2031-51)	Total
Target for housing supply (projected actual demand)	1,269	2,936	6,891	11,096
Estimated future supply				
Ashhurst		200	200	400
Aokautere		500	500	1,000
Newbury & Pioneer West (Kākātangiata)	390	3,000	3,000	6,390
Kelvin Grove, Royal Oak & Whakarongo	750	50		800
Aokautere & Poutoa (Summerhill)	280	500	500	1,280
Other areas	225	209	792	1,226

In the short term from 2021 – 2024, the number of households is largely spread out evenly throughout the city with the exception of significant expected growth in Whakarongo (550), Pioneer West (230), Newbury (160), Royal Oak (100), and Hokowhitu South (65), where subdivisions are either approved or underway.

In the medium term from 2024 – 2031 and in the long term from 2031 – 2051 growth is located substantially in Pioneer West (4,690 houses) and Newbury (4,820). Other growth above the city average was identified in Aokautere (1,500), Whakarongo (1,100), and Ashhurst (600), which is shown in the figure below (together with the 400m and 800m radii of the 8 current community centres (including the community-run Hokowhitu Village Centre).

Figure 14. Major new projected growth areas and number of households
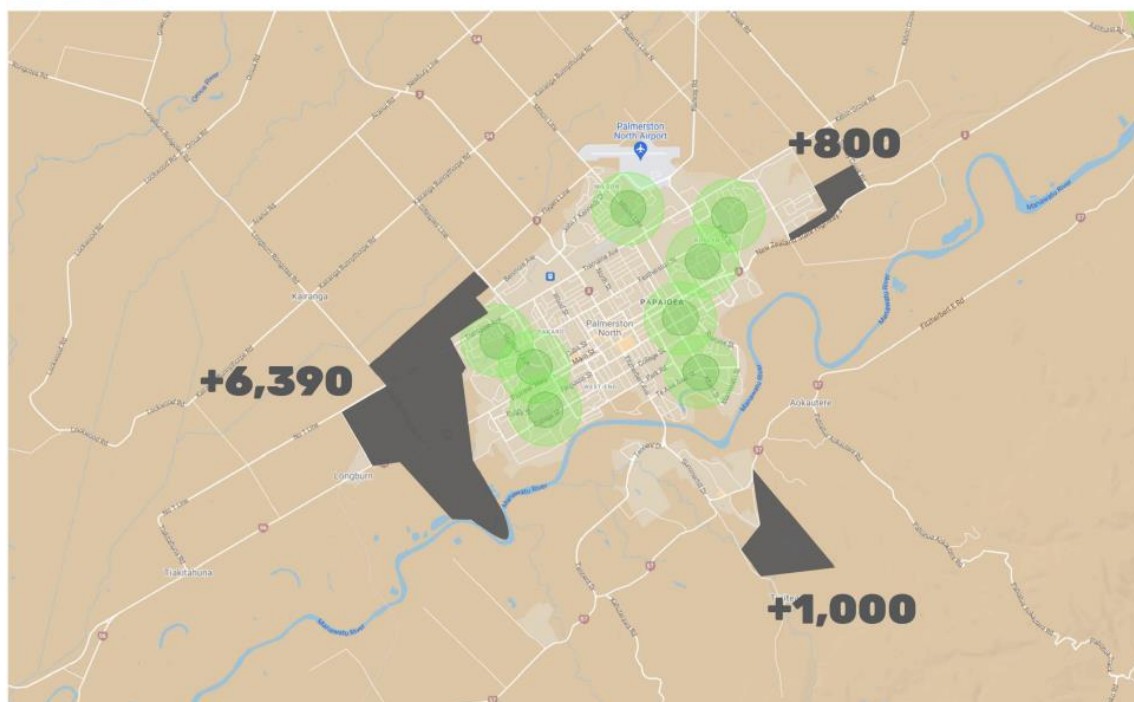
4.4 Levels of Deprivation

(Source: PNCC Community Wellbeing Strategy – Draft 2023)

Some of the city's communities are among the most deprived in the country, as shown by the darkest colours on graph below. The figure below illustrates combined information about the employment, income, crime, health, education, and access to services in the city.

Illustration of the Deprivation Index (2018)
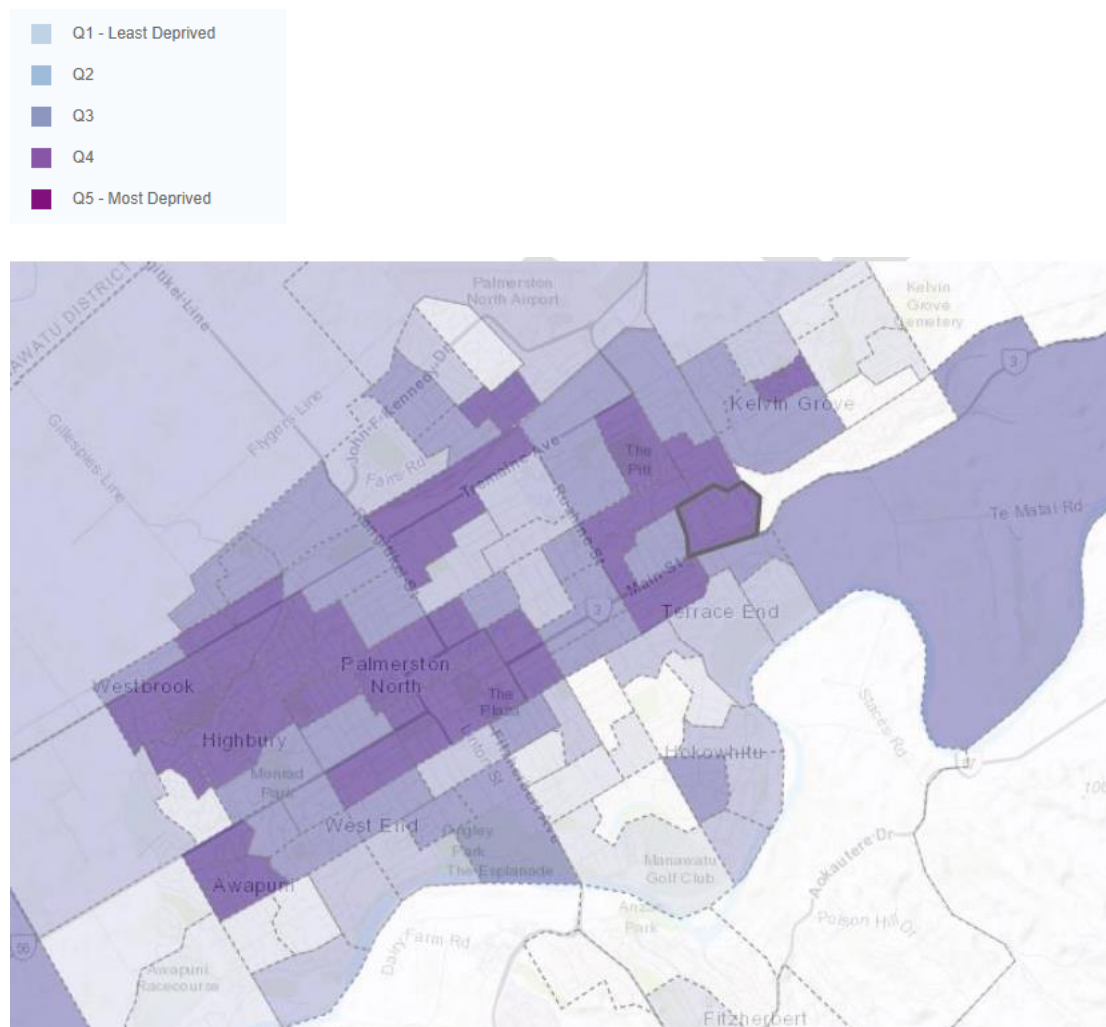
5.0   Palmerston North Community Places Research Report

Background

Consultancy Third Bearing with Council staff undertook a city-wide community facilities' stocktake and needs assessment, which was completed by Q3 2022.

As part of the documented background, this report states:

"Council has committed to developing, supporting, and advocating for community facilities where they are most needed, working to identify gaps, as well as new opportunities to promote and develop community connection.

Planning sustainably for future investment means that Council must understand what facilities are currently available around the city, and where community need is (or will be) for Council operated, Council supported, community operated, or community supported facilities."

Facility Stocktake

The table below shows a summary of the facility stocktake by facility type, as at 2022.

FACILITY STOCKTAKE (AS AT 2022)	
Facility Type	**Number**
Clubrooms	46
Commercial venues	28
Community centres	10
Community places	34
Golf clubs	3
Hotels, Bars, and Cafes	111
Libraries	16
Marae and other cultural buildings	6
Parks and reserves	104
Parks and reserves with buildings	29
Places of worship	62
Public toilet blocks	57
Resthomes	19
Schools	47
Scout halls	11
Social housing complexes	18
Swimming pools	36

Note the 'Community Places' category above includes a diverse range of facilities ranging from community halls to Hancock Community House to arts and cultural facilities to Palmy Venues' facilities.

The report also defined three levels of access:

<u>Full Access</u>

These facilities are freely accessible to the public, widely advertised, and do not require any kind of membership to access the facility and can be booked for a wide range of activities e.g., community centre, public hall.

<u>Limited Access</u>

These facilities provide some access to the public, but access may be limited (in terms of capacity) due the facility being utilised for its primary purpose, or requiring some form of membership, or the range of activities may be limited e.g., school, sports club.

<u>Minimal Access</u>

These facilities provide a restricted level of access to the public, membership is definitely required to access these facilities, and there is a small range of specific activities undertaken at the facility e.g., Freemasons Lodge, Linton Army Camp.

It is noted that most community facilities are in the Limited Access category, with a small number of facilities in the Full Access and Minimal Access Categories.

Needs Assessment Findings

For the report, the following definition of need was also applied:

"Needs can be benchmarked on availability and accessibility, suitability, location, and condition of current facilities against gaps where forecasted growth, demand, or change is anticipated to occur in the community. Community facilities provide opportunities for social networking, activities, and shared experiences, that contribute to a sense of belonging and overall wellbeing."

The overall findings from stakeholder interviews were:
- Palmerston North has a good range of facilities, most of which are concentrated around the city centre with fewer in the outer areas
- Overall, existing facilities are seen to be accommodating current user needs, though exceptions were noted
- There is pressure on availability of facilities during peak times (after hours and weekends)
- Limited awareness of the range of facilities or other facilities available for use if the first choice of facility is not available
- Accessibility issues in terms of cultural barriers, cost, and physical accessibility
- Lack of storage makes certain facilities unsuitable, as does a lack of kitchen or food preparation facilities, as well as technology to enable the hosting meetings (such as Wi-Fi)
- Lack of volunteers resulting in reduced capacity or availability of facilities, and
- Fewer community facilities are located in recent growth areas (Kelvin Grove and Aokautere) with these same areas projected to experience further growth in the short-medium term.

Key Findings: Spread of Community Facilities

A wide range of community facilities are available in Palmerston North, mostly concentrated in the city centre.

Generally, the spread of community facilities has followed the pattern of city development. Consequently, an observable impact of new residential growth is that the bulk of community facilities exist in older or more established neighbourhoods which have experienced low or no population growth in the past 15 years. In recent growth areas such as Kelvin Grove and Aokautere, there is adequate greenspace with a low provision of community facilities.

Areas identified for future growth are extensions to recent growth areas. As community facility provision is already low in recent growth areas (e.g. Kelvin Grove and Aokautere), this will become more apparent when further growth adds additional pressure to current facilities. Exceptions include Ashhurst and Bunnythorpe where communities have access to multipurpose facilities, though pressure on facilities in Ashhurst may occur with projected population growth. Kākātangiata is another exception, where the 6,390 new homes are supported by planned provision for community facilities (details on location or scale of these facilities are still to be finalised but early identification of community facilities enables Council to collect development contributions). Provision of community facilities in Kākātangiata is still less than that of established areas.

Key Findings: Existing Community Centres

Community centres are a subset of community facilities. Well managed community centres are important contributors to achieving the goals of Council established in the Connected Communities Plan.

They are Council owned; community or committee managed; typically have a hall and kitchen facilities; and are used for a range of social, cultural, and recreational activities. Day-to-day management of these centres (such as managing user bookings) is the responsibility of the committee, with additional support given by Council where required.

There are 10 community centres in Palmerston North – eight (including the Hokowhitu Village Centre which was established by the community not Council) are in the urban area, with the remaining two are located in Ashhurst and Bunnythorpe. The community centres located within the urban areas are spread relatively evenly across neighbourhoods. While community centres do not extend into the CBD, other facilities such as public libraries and places of worship, do fill the gap in provision of community centres in the CBD.

Key Findings: Important Factors for Successful Community Facilities

A range of factors can contribute to a community facility being successful. These factors include ensuring that the groups who use them feel a sense of 'ownership'; that the facilities cater for current need but are sufficiently flexible to allow for wider use; that the location of the facility is close to shopping and transport options or other amenity; that the management of the facility is active and responsive; that facilities are safe, warm, and well equipped; and if possible are low cost or free of charge.

Recommendations Made

The Community Place report makes several recommendations on current and future facility provision that fall broadly into one of the following themes:

- Maximising use of current facilities to meet current need
  - The stocktake and needs assessment have found that Palmerston North has a good range of facilities available across the city
  - To also ensure community facilities have equipment and technology that meets user needs, and to establish city-wide booking systems
- Planning sustainably for provision of facilities in growth areas to meet future need
  - Population-based provision of community facilities is not likely to accurately anticipate or address future need
  - In growth areas where the demographic make-up of communities is unknown, Council might choose to set aside resource for community facilities rather than building that facility immediately. This is so that community need can be assessed and correctly met by providing the right type of facility, at the right time, in a way that best serves the community. Partnerships with community facility owners in these areas (or of low provision) should also be explored
  - Determining a policy for the provision of community facilities to enable responsive decision-making
    - To determine the planning basis for future community facilities. This planning basis is to be a need-based framework and to consider population growth, communities of interest and location, socio-economic profiles, and provision models - ***Note this SGL report seeks to provide a clear basis for future provision for the library network and some key directions and potential future processes to optimise future community centre provision outcomes***
    - This could include a decision-making framework that is referred to when a request for facility provision is received from the community or considered as part of Council's planning for future growth.

Other Information

Some demographic and other information from this report is included in either the Demographics section or Community Centres section.

SGL Commentary

When one collates a comprehensive facility stocktake one needs to be clear how one will use it (and hence what data really needs to be collected). It can also be hard to get beyond an ongoing, reasonably resource-intensive process of collating a comprehensive demographic summary and facility stocktake – the level of data can be overwhelming and/or one can be unsure how to apply, and (on its own) will not necessarily assist decision making.

Consequently any such data picture must be supported by the development of relevant strategies and policies to provide clear directions and processes how to proceed. To some degree it can also be 'chicken-egg' – clear strategies for provision will help inform what data really needs be collated to inform good decision making, and a level of good base information is needed to inform strategies.

As stated previously already in this report, suggest this initial Library and community centre work is only the first step in the strategy and policy work needed to have a more holistic approach to the future provision of (quality <u>and</u> cost effective) community facilities in Palmerston North.

The Community Places report's definition of need, access categories, and important factors for successful community facilities are also all relevant to development of this report's planning principles for libraries and community facilities.

6.0   Palmerston North's Current Community Centres

6.1   Current PNCC Community Centres – Address, Facility Area, Age, & Asset Condition

There are currently 9 Council community centres, which are listed in the table below together with their current address, facility area, size classification (as per Auckland Council definitions), year opened and consequent facility age, and overall asset condition commentary.

Please note, Hokowhitu Village Centre is a community-led community centre and library based at 356 Albert Street, Hokowhitu but further data was not available.

CURRENT PNCC COMMUNITY CENTRES - KEY ASSET DATA (As at 2023)						
Community Centre	Address	Current Facility Area (m2)	Facility Type by Size (m2)		Year Opened	Current Facility Age (as at 2023)	Dominant Asset Condition Ratings (C1-Very Good to C5 Very Poor)
			Large (>600m2)	Small (<600m2)			
Ashhurst Village Valley Centre	21 Guildford Street	955	1		1983	40	C1/C2 (C2 one fifth of C1 level
Awapuni Community Centre	22 Newbury Street	748	1		1956	67	C1/C2 (C2 about half of C1 level)
Centre	Raymond Street	325		1	2021	2	C1
Highbury Whanau Centre	115 Highbury Street	1049	1		2007	16	C1
Kelvin Grove Community Centre	68 Kaimanawa Street	463		1	1972	51	C1/C2/C3 (in descending order)
Milson Community Centre	22 Purdie Place	260		1	1982	41	C1/C2 (C2 about one third of C1)
Palmerston North Community Leisure	549-569 Ferguson Street	980	1		2000	23	C1 (limited C2)
Papaioea Pasifica Community Trust	21 Havelock Avenue	324		1	1977	46	C1/C2 (C2 about one sixth of C1 level)
Rangiora Community Centre	102 Rangiora Ave	347		1	1952	71	C1/C2/C3 (in descending order)
TOTAL		5451	4	5			

CURRENT PNCC COMMUNITY CENTRES FACILITY AGE SUMMARY	
Facility Age as at 2023	#
65 years and over	2
50 - 64 years	1
35 - 49 years	3
Under 35 years	3

Generally and as you'd expect, the older the facility the worse the condition grade. However, for a 67-year-old facility the Awapuni Community Centre is in good condition.

Based on Council's asset condition reports, it looks likely an 80-year life can be expected from the majority of facilities. However some Long-Term Maintenance (LTM) provisions appeared low and facility life will be dependent on ensuring adequate ongoing and regular maintenance.

As can be seen, two of the current facilities, Awapuni and Rangiora, have a facility age over 65 years and hence consideration of their future has been included in the draft network plan for community centres.

As per the Auckland Council definitions of size, there are currently four Large community centres (>600m2) and five Small community centres (<600m2).

6.2 Current PNCC Community Centres – Access Category and Level of Utilisation

The suggested PNCC access category and the indicative level of annual utilisation for each Centre is also summarised.

CURRENT PNCC COMMUNITY CENTRES - INDICATIVE COMMUNITY UTILISATION (As at 2023)		
Community Centre	**Suggested Current PNCC Access Category**	**Suggested Current Relative Level of Annual Utilisation**
Ashhurst Village Valley Centre	Full	Moderate
Awapuni Community Centre	Full	Moderate
Bunnythorpe Community Centre	Full	Low
Highbury Whanau Centre	Limited	Low (for wider community)
Kelvin Grove Community Centre	Full	Moderate
Milson Community Centre	Full	Moderate
Palmerston North Community Leisure	Full	High
Papaioea Pasifica Community Trust	Full	High
Rangiora Community Centre	Full	Moderate

SGL Summary

As previously stated, the quality of community centre utilisation data is poor. Based on looking at total bookings, and more so based on the Community Development team's knowledge, the indicative levels of annual utilisation are summarised in the table above.

From this utilisation data and stakeholder interviews:

- Highbury Whanau Centre has been highly successful as an alternative education provider, which is now the dominant use of the Highbury Whanau Centre. There is some wider community utilisation but the lack of availability of this Centre's space has also contributed to the request by the Highbury community for more community space

- Hence, SGL has classified Highbury Whanau Centre's annual level of other community use as 'Low' and using the Community Places report access category definitions, suggest should be correctly described as a 'Limited Access' facility. Suggest this Centre should be reclassified as a 'venue for hire' and removed from PNCC's current community centre network. This could occur now, but it may be prudent to implement this change following the completion of the proposed Te Pātikitiki expansion and upgrade, and in parallel with the implementation of a city-wide booking system for community centres and also for approved future 'venues for hire'

- The relative level of utilisation of two of the community centres is considered 'High', both the Palmerston North Leisure Centre and the Pasifika Community Centre – as more specific user data was requested and developed for the Pasifika Community Centre, potential typical weekly use of the main hall was accurately estimated to be about 50 hours or higher. With the exception of 'Low' utilisation ratings - say under an average of 25 hours per week - for Highbury Whanau Centre and also Bunnythorpe Centre (which is only relatively recently opened so average annual utilisation will still be being optimised, and noting it is also catering for a smaller population catchment than the other centres), the annual utilisation of the other community centres is considered 'Moderate' – say under 40 hours per week on average

- Bookings currently occur by a group contacting the specific community centre contact by email or phone. Suggest without good data one can't manage. Although there is an online booking system it is not being used for all bookings nor for direct bookings by customers. Suggest it is important to ensure the online booking system is fully utilised for all community centres, which would also assist to achieve consistent data plus free up local volunteer time

- The customer online booking system for the network should also be extended to include other 'venues for hire' that meet Council's future safety and management requirements, which SGL suggests will make a very positive impact on the awareness of other bookings, ease of booking, and corresponding increased utilisation.

6.3   Locations

The current locations of these Council Community centres are shown below in green, together with the community-led community centre and library in Hokowhitu.
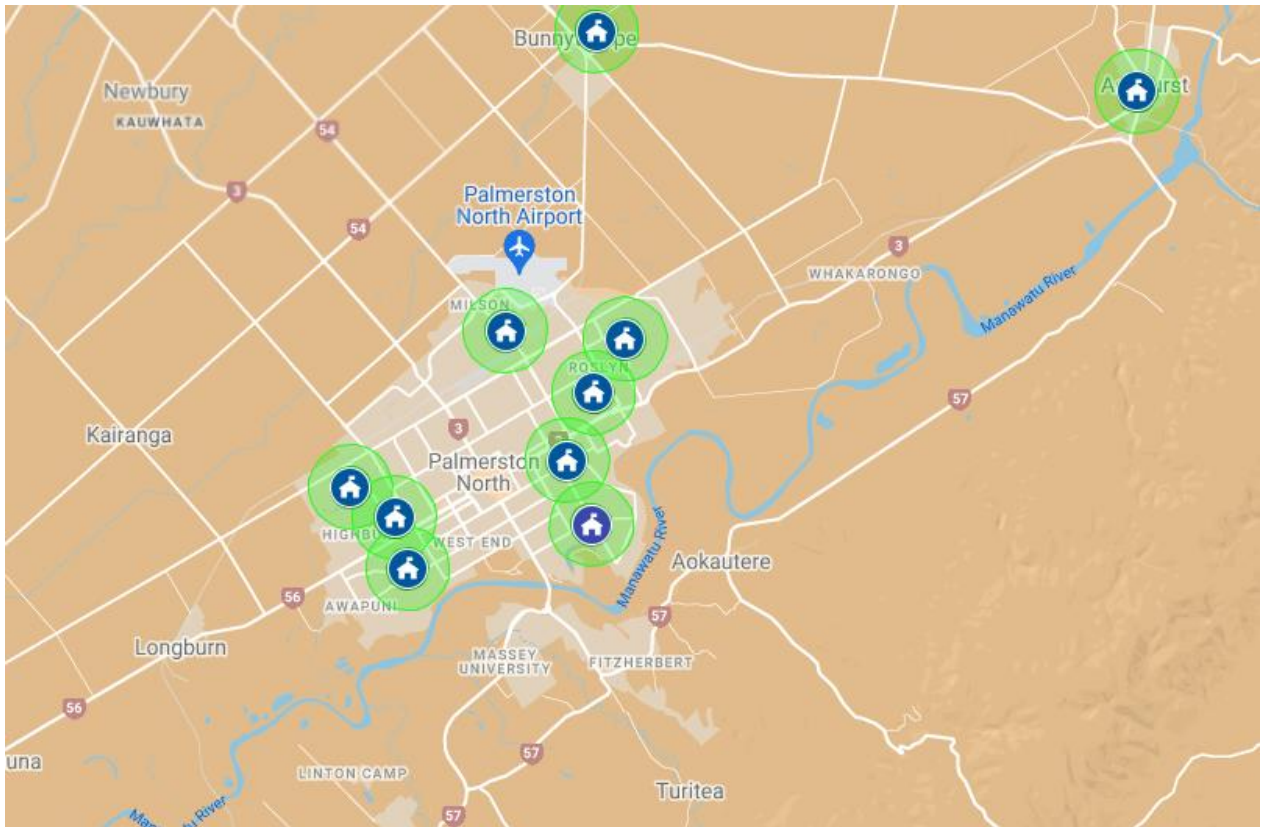
The previous page's locational map for Community centres is then overlaid below with the current locations of Libraries in yellow.

These Libraries are:
- Central Library
- Ashhurst Library
- Awapuni Library
- Roslyn Library
- Te Pātikitiki Library
- Linton Camp Community Library.

Note, the first five Libraries above are all Council Libraries.
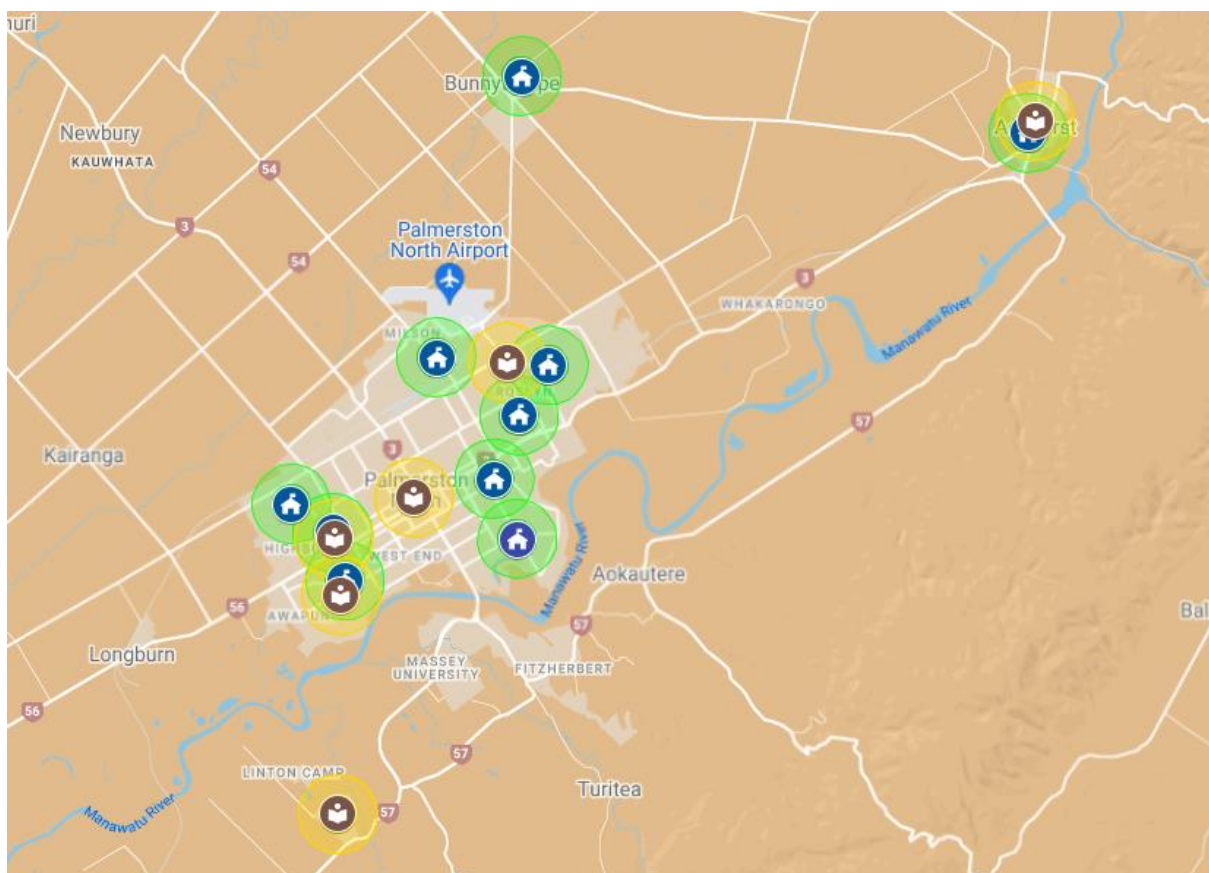
6.4   Community Places Report Commentary

The map from this report on the next page shows eight suburban community centres, including the community-run Hokowhitu Village. The 400m and 800m radii (or 5- and 10-minute walking distances) around each community show most suburban communities have a reasonable level of access, although these community centre distances do not extend to the city centre. In the city centre this community centre connection and meeting function is primarily met by the Central Library.

The construction of community centres in the city has occurred at different times and it is unclear whether these were driven by a particular planning approach, such as population-based planning, and/or there are accounts where they were possibly the result of community advocacy as a way to foster stronger community connection in established neighbourhoods. The layout of the existing community centres suggests that their locations were possibly chosen based on some spatial considerations (walking access) and these roughly service 5,000 residents.

The Community Development team noted that the use of centres by the local neighbourhood was common, but it was also not uncommon for user groups to travel from a range of areas in the city to access facilities. The map on the next page also shows bus routes and it is noted all community centres are on bus routes.

The Community Places report demographic analysis also indicated that the make-up of communities 'age and change' over time as a community establishes. More recent growth areas tend to have higher household incomes, are older, more educated, and have higher levels of access to motor vehicles (and because of this higher income and mobility potentially have less need for locally based community facilities).

Kākātangiata, the new growth area to the west of the city (Newbury and Pioneer West area units) is projected to supply approximately 6,390 new homes to the city and includes provision (understood to be funded through development contributions) for a community centre. Location and scale of this community centre are being finalised, but it is anticipated this provision will be less than what established areas currently have.

Location of Suburban Community Centres also showing 400m and 800m radii plus Bus Routes (note includes Hokowhitu)
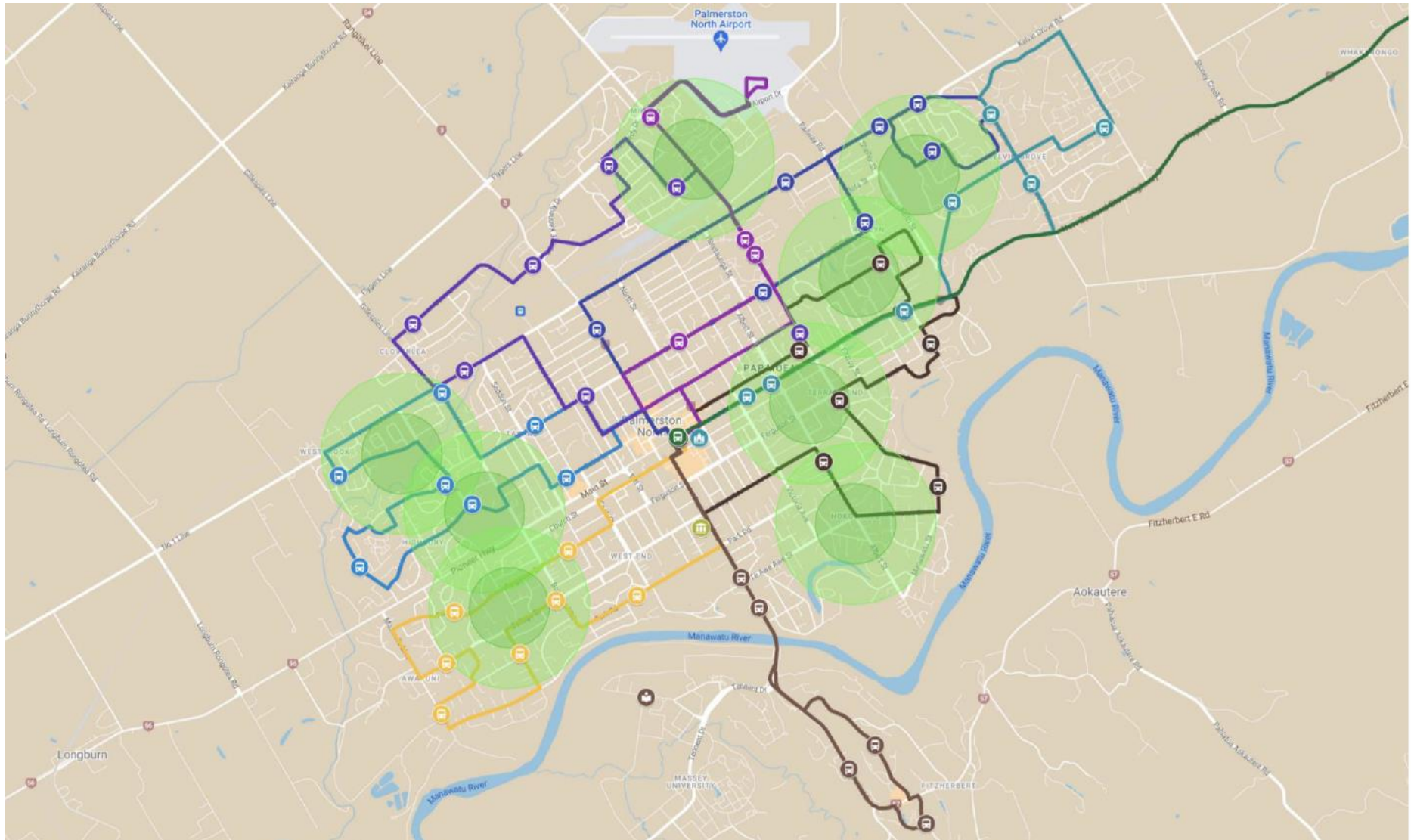
6.5   Lease/Management Agreements and Current Management Practice

Both a lease and a management agreement are currently held with a relevant group to operate each community centre. Also, all centres currently have lease and management agreements in place for the same three-year period i.e., from 1 July 2022 to 30 June 2025.

As stated in management agreements, a community centre's purpose is: "To provide space for local communities to connect with each other and engage in a range of leisure, social, cultural, and educational activities which help address the needs of the community in an affordable way."

Council is responsible for maintaining the facility and a member of Council's Community Development team is responsible for liaising with and supporting as required each community group lessee.

The groups retain the funds from the bookings at their centre. The management agreement sets out what they may use their funds for, which is to:

- Support local community-led development initiatives that contribute to Goal 2 and/or Goal 3 of Council's 10 Year Plan
- Promote the community centre and its activities to the community
- Deliver a good service to the user groups and the local community
- Provide support to initiatives that will promote a sense of place
- Ensure the effective functioning of the Management Committee.

SGL Discussion

Genuine community participation and input into the future management of community centres is important. However, New Zealand is a 'committee nation' (New Zealand has the most committees of any nation in the world[1]) and if in doubt we tend to create a committee. However, every time one creates a committee the staff servicing time increases, and like any management system one needs to continue to review how well it is working and achieving the required objectives.

Some observations:

- The current quality of community centre booking data is poor (i.e., incomplete, inconsistent, and limited) and although there an online customer booking system it is currently not always being used nor for direct bookings by customers

- Anecdotally from Community Adviser and stakeholder feedback there is mixed community awareness of just what venues are available when for groups to book

- Succession planning on the current community centre committees is unclear and committees are struggling to find new volunteers. Sometimes committee memberships can also be representative of a limited cross-section of the community – usually older and representative of existing users only

- SGL comments, as an overall volunteer trend[2], there are fewer people prepared to volunteer for committee roles and certainly not for roles that are time onerous, unless there is   of self-motivation for doing so

- The Community Development Advisers also have the lead role for co-ordinating Council responses for the different Council functions that interact with the Committees/community centres, which includes management by Council lease, facility maintenance, facility capital works, and parks staff, which all involves different Council people (and hence managing the Council-committee interface takes time)

- Discussing with the Community Development Advisers responsible for community centre Committee support and liaison, suggest this role on average requires one day per month per Committee/community centre. Therefore, for a Community Adviser currently responsible for five centres 25% of their job is undertaking this role - is this intended? SGL suggests this may be a relatively low value use of these staff members' time

- SGL suggests there is the opportunity to better market and optimise the use of community centres, both collectively and severally, and to improve some levels of cost recovery. As stated above community centre Committees currently fully retain and determine the application of any hire funds, but some of these funds are not inconsequential e.g., The Kelvin Grove Committee has funds of over $60,000, and this is after recently contributing $39,000 towards their car park. Please note, this is not about taking past money away from groups. Transition mechanisms can involve the new Advisory Group being co-responsible with Council for approving use of any previous funds, and future policy would require any revenues earned by a community centre must be expended for the benefit of that centre's operation

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[1] The NZ Cause Report – Shape of the Charity Sector (JB Were 2017): The number of charities has grown substantially over time with New Zealand now having one organisation for every 170 people. This is substantially lower than any of Australia, Canada, United Kingdom or USA (ranging from about 1: 340 – 420 people)

[2] The NZ Cause Report: One of the trends in the western world is the peaking and more recently, slight drop in volunteer numbers as time pressures on people, levels of satisfaction and an ageing volunteer workforce combine to affect numbers.

SGL Discussion (continued)

- SGL also notes some if not all committees will have a strong sense of ownership and responsibility for their role. However, that does not mean the question should not be collectively asked how can the optimisation of community centres best be achieved in the future?
- An alternate option, that can work very well for communities, is shifting the role of community representation to advisory and for the committee to not be directly responsible for the facility management. However, if this shift was to occur it is equally important any advisory role is meaningful and not token. As stated at the outset of this discussion, ongoing mechanisms for community input and support are very important. As part of this shift one would also require that processes are in place to ensure different ages, ethnicities, and types of user all have an opportunity for input.

Relevant Urban Design Theory and Practice

7.0   Place Making in Urban Design

(Source: https://urbandesignlab.in/placemaking-in-urban-design/)

Urban design is a critical element in creating liveable, sustainable cities that meets the needs of their inhabitants.

Place making is an approach to urban design that prioritises people over infrastructure. It aims to create public spaces that are more than just utilitarian, but rather places that inspire and promote social interaction and cultural exchange.

Placemaking recognises that public spaces play an essential role in the social and cultural life of communities and that they are crucial to creating a sense of place and identity.

The key principles of Placemaking are:
- People centred-design – comfortable, safe, accessible
- Mixed use development - combines residential, commercial, and civic use in a single space
- Public participation in design and development
- Sustainability – green infrastructure, active transportation, energy-efficient design.

SGL Commentary

The development of any community facility provides an opportunity to ask: How can the provision of a community facility contribute to great placemaking?

…and if it is a substantive community facility spend it can often provide a catalyst/stimulus for adjacent, enhanced, and integrated commercial and residential development.

Consequently, as part of the site considerations and proposed facility solutions for the Awapuni Library/Community Hub and also for the future Library/community space solution for Highbury, this question was asked and explored, in particular whether a new library/community hub solution could provide greater impacts if co-located with the Highbury Shopping Centre.

The slide below provides a further summary of the key points in this sub-section.

UNDERPINNING PLANNING THEORY AND PRACTICE - WHAT THIS MEANS?	
PLANNING THEORY AND SUGGESTED DIRECTIONS	**WHAT THIS MEANS?**
Quality Placemaking	**Key Principles** • People centred-design – comfortable, safe, accessible • Mixed use development - combines residential, commercial, and civic use in a single space • Public participation in design and development • Sustainability – green infrastructure, active transportation, energy-efficient design.
The development of any community facility provides an opportunity to ask: How can the provision of a community facility contribute to great placemaking? *…and if a substantive community facility spend it can often provide a catalyst/stimulus for adjacent, enhanced, and integrated commercial and residential development.*	In particular considered for Awapuni and Highbury

8.0   20-Minute Neighbourhoods & the Melbourne City Plan Learnings

(Source: https://www.planning.vic.gov.au/guides-and-resources/strategies-and-initiatives/20-minute-neighbourhoods)

8.1   Overview

What is a 20-Minute Neighbourhood?

The 20-minute neighbourhood is all about 'living locally' and enabling people to meet most of their daily needs within a 20-minute return walk from home.

How do we measure them?

Research shows that 20-minutes is the maximum time people are willing to walk to meet their daily needs locally.

These daily needs may include:
- Local health facilities and services
- Schools
- Supermarkets.

This 20-minute journey represents an 800 metre walk from home to a destination and back again or a 10-minute walk to your destination and 10 minutes back home.

Different people will be able to walk a variety of distances and durations to meet their daily living needs. Note: The 800metre value is to be used as a guide only and offers a standard comparison measure that approximates the distance covered in a 20-minute return walk for the average person.

8.2   Hallmarks of a 20-Minute Neighbourhood

Hallmark 1 - Safe, accessible and well-connected
Safe, accessible and well connected for pedestrians and cyclists to optimise active transport

Hallmark 2 - Thriving local economies
Facilitate thriving local economies

Hallmark 3 - Services and destinations
Provide services and destinations that support local living

Hallmark 4 - Climate resilient
Support climate resilient communities

Hallmark 5 - High quality public realm
High quality public realm and open spaces

Hallmark 6 - Viable densities
Deliver housing/ population at densities that make local services and transport viable

8.3   Features of a 20-Minute Neighbourhood

Creating well-designed walkable neighbourhoods that are connected through a mix of land-uses, housing types and access to quality public transport, cities can create more healthy, liveable communities. Liveable communities should have access to the following features:

Features of an inclusive **20-minute neighbourhood**
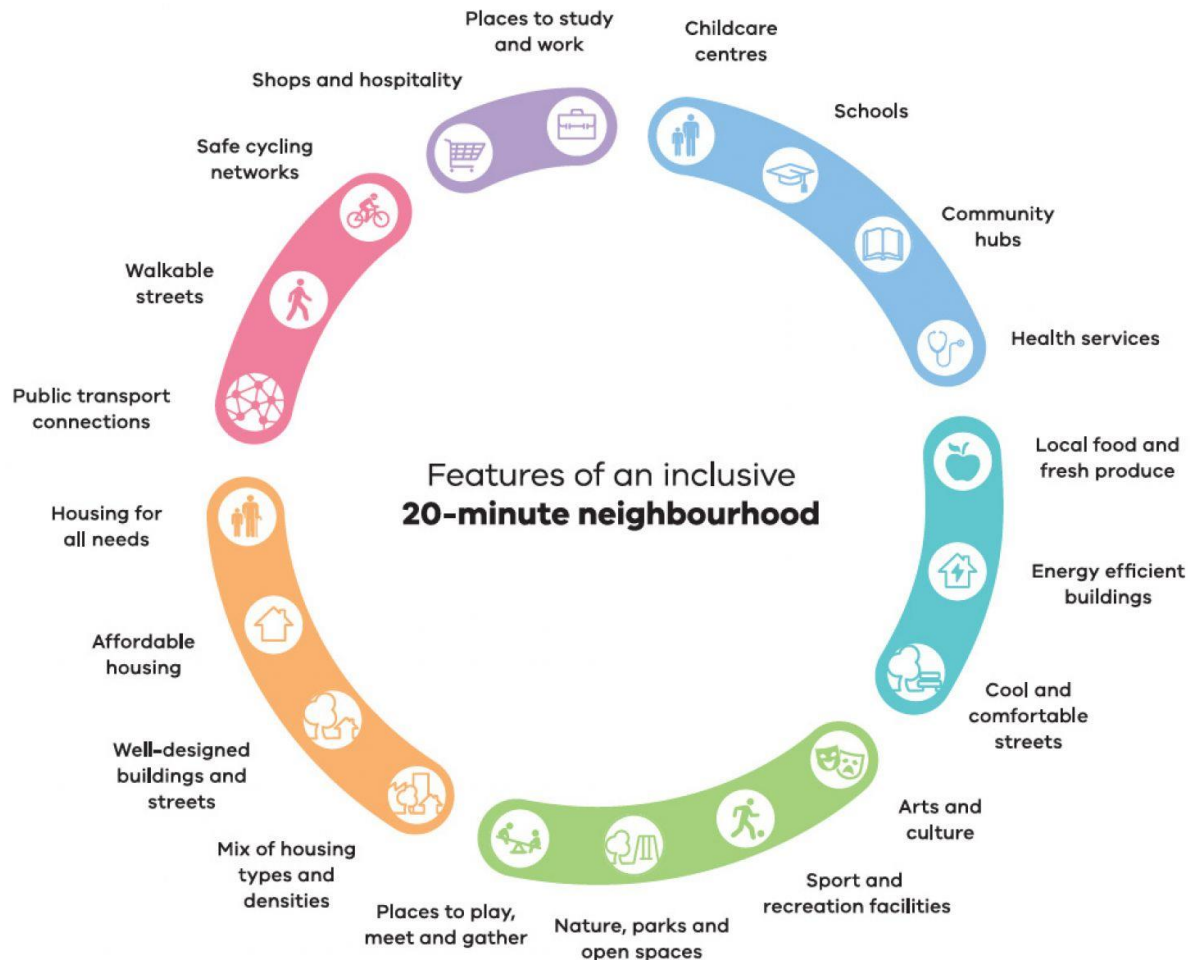
8.4   The Planning Context

Why Focus on the Neighbourhood Scale?

Neighbourhoods are the places where we live, spend time with our family and friends, and connect with our community. These places are critical in supporting community health and wellbeing.

There is overwhelming evidence that active, walkable places produce a wealth of health, social, economic and environmental benefits.

For example, building pedestrian friendly neighbourhoods will help create a sustainable transport system by enabling short trips to be made walking.

"20-minute neighbourhoods can improve the quality of life for residents, who can live nearby public transport, shops, work, and services" – Professor Carl Grodach, Monash University

In the case of Victoria, if 50% of short private vehicle trips were instead made walking, it would save the Victorian economy approximately $165 million a year in congestion, health, infrastructure, and environmental costs.

Why are Neighbourhood Activity Centres Important?

Plan Melbourne 2017-2050 uses the land-use terms Metropolitan and Major Activity Centres for larger commercial and retail centres. The development of these centres is guided by State Government policy and significant resources are spent on their planning and development.

Neighbourhood Activity Centres (NACs) is the land-use term used to describe smaller, local centres. They are usually planned and managed by local Councils.

20-Minute Neighbourhoods and NACs

In the past in Victoria, both State and Local Government have concentrated support on the larger centres, as they served the largest populations. They often have a concentration of services, uses, and activities that attract people beyond the immediate walkable catchment. The smaller neighbourhood and local centres usually service local residents and provide a variety of daily living needs. These include;

- Retail services and goods (newsagent, bakery, supermarket),
- Local entertainment facilities (cafes and restaurants) and
- Local health services and facilities.

For a healthy, walkable Neighbourhood Activity Centre to survive and thrive in order to enable people to 'live locally' they need enough people living within the walkable catchment to support them.

Network of 20-Minute Neighbourhoods

There are hundreds of neighbourhood activity centres scattered throughout Melbourne. While individually these places may only serve a local community's needs, ***the network of these places across the city plays a significant role in creating a sustainable, equitable, and accessible city.***

Revitalising and enabling neighbourhood activity centres to accommodate the necessary supporting populations is key to creating a city of 20-minute neighbourhoods. ***This is a long-term aspirational city shaping ambition which evolves over time.***

Delivery of 20-Minute Neighbourhoods

An update to Plan Melbourne was approved and released in January 2020 that seeks to embed an approach to 20-minute neighbourhoods in major infrastructure projects.

Work has already been undertaken to test delivery of 20-minute neighbourhoods. This highlighted the importance of developing partnerships with the community, bringing them along on the journey and empowering them to influence the direction of the work.

This work also found that a 'place based' approach to planning is effective. This involves bringing together stakeholders to think about the place or neighbourhood under a clear framework and coming to an agreed solution. This contrasts with individual and sometimes competing infrastructure, community, and planning projects delivered in isolation.

SGL Commentary

20-minute neighbourhoods are an important policy platform. However as the Melbourne Plan commentary above explains:

"The network of these places across the city plays a significant role in creating a sustainable, equitable, and accessible city; and … *it is a long-term aspirational city shaping ambition which evolves over time.*"

From SGL's review of PNCC's relevant plans, content implies 20-minute neighbourhoods guides planning directions and community facility planning considerations, but SGL did not find reference to it as an explicitly stated policy.

Because of the importance of neighbourhoods to community wellbeing, and that community wellbeing is the future cornerstone goal of PNCC's Long Term Plan, the community facility planning directions in this report consequently place the 20-minute neighbourhoods as a very important consideration.

Suggest two other aspects of the Melbourne learnings are relevant to Palmerston North:
- The hierarchy and terminology of a 'Metro' (for Palmerston North think 'City Centre') and 'Major Activity Centres' for larger commercial and retail centres, and then the land-use term (not to be confused with a community centre) of 'Neighbourhood Activity Centre' …in effect 'Neighbourhoods'. This type of base hierarchical framework for the city is helpful to underpin community facility planning of all types
- For the delivery of 20-minute neighbourhoods Melbourne is also finding that a holistic 'place based' approach to planning is effective, which is about much more than just community facilities …the bringing together of all stakeholders to think about the place or neighbourhood under a clear framework and coming to an agreed solution. This contrasts with individual and sometimes competing infrastructure and community projects being delivered in isolation.

Furthermore, for the viable provision of required facilities and services to achieve a 20-minute neighbourhood requires a certain level of population density – for the goal of 'live, work, play and shop' without sufficient population density one will not be able to viably provide some work opportunities locally, nor some (commonly used) level of recreation opportunities such as aquatic facilities, nor necessarily a broader range of shops and services such as a major shopping area. Hence, as stated above, 20-minute neighbourhoods should be a deliberate but long-term aspirational city shaping ambition which evolves over time.

SGL advocates a planning framework which provides a holistic approach to the planning of neighbourhoods, and also advocates a consistent community facility planning approach and framework. The latter is discussed further in this report.

The slides below provide a further summary of the key points in this sub-section.

UNDERPINNING PLANNING THEORY AND PRACTICE - WHAT THIS MEANS?	
PLANNING THEORY AND SUGGESTED DIRECTIONS	**WHAT THIS MEANS?**
Long-Term Aspiration of 20-Minute Neighbourhoods	
What is a 20-Minute Neighbourhood?	The 20-minute neighbourhood is all about 'living locally' and enabling people to meet most of their daily needs within a 20-minute return walk from home
How do we measure them?	This 20-minute journey represents an 800 metre walk from home to a destination and back again or a 10-minute walk to your destination and 10 minutes back home.
Why 20-minute neighbourhoods?	Neighbourhoods are the places where we live, spend time with our family and friends, and connect with our community. These places are critical in supporting community health and wellbeing.
	There is overwhelming evidence that active, walkable places produce a wealth of health, social, economic, and environmental benefits.

UNDERPINNING PLANNING THEORY AND PRACTICE - WHAT THIS MEANS?	
PLANNING THEORY AND SUGGESTED DIRECTIONS	**WHAT THIS MEANS?**
Long-Term Aspiration of 20-Minute Neighbourhoods	
An important policy platform and the Melbourne delivery experience of 20-minute neighbourhoods	20-minute neighbourhoods are an important policy platform.The Melbourne experience has found that a 'place based' approach to planning is effective. This involves bringing together stakeholders to think about the place or neighbourhood under a clear framework and coming to an agreed solution. This contrasts with individual and sometimes competing infrastructure, community, and planning projects delivered in isolation

9.0 The Importance of Environmentally Sustainable Design (ESD)

9.1 Sustainable Design Principles

It is important sustainable design principles underpin facility development. Below is a summary of sustainable design principles.

Please note, for each Council and for each facility development it is important to define ESD goals – that does not necessarily mean net zero carbon for a specific community facility but it could be a genuine commitment to minimise the carbon footprint, which, as an example only, may mean from a cost-benefit and budget perspective only 90% or 95% net zero carbon can be achieved for a particular project.
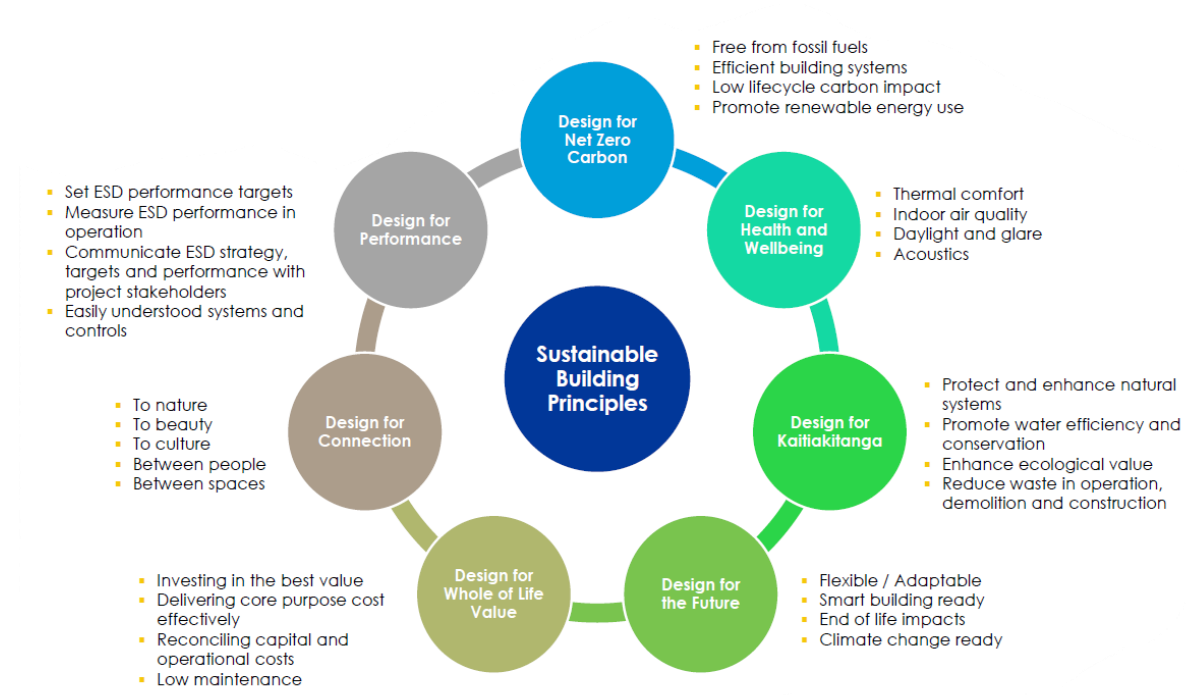
9.2 What Does This Look Like in Practice?

Over a 30-month period SGL led the development of Murihiku Marae in Invercargill. This project optimally had net zero carbon, net zero water, and net zero energy goals, but due to budget constraints it became obvious reasonably early 100% net zero carbon and net zero water may each not be achieved but that the project could go close. The consultant team was under instruction to do what it could but the project also had a finite budget envelope which could not be exceeded.

Also, as per the Sustainable Design Principles above, a sustainability approach underpinned the total project's approach. What this meant in practice is summarised in the graphic on the next page.

Example of Sustainable Design In Practice – Murihiku Marae, Invercargill

Murihiku Marae Redevelopment

Sustainability Framework

Design principles
- Design for Kaitiakitanga
- Design for Net Zero Carbon
- Design for Health and Wellbeing
- Design for Connection
- Design for The Future
- Design for Operational Performance
- Design for Whole of Life Value

Performance targets
- Alignment with Zero Energy certification criteria via the ILFI framework (Formal certification pending)
- Alignment with Zero Carbon certification criteria via the ILFI framework (Formal certification pending)

Energy
Best practice energy efficient design and Net Zero Energy targeted via 96kW solar PV array

Carbon
Reduced operational and embodied carbon via efficient all electric systems, on-site renewables and timber construction

Water
Best practice water efficient design and 100% of potable and greywater supplied via rainwater capture

WAIHŌPAI • BECA • BOON
Southern Quantity Surveyors — Construction Cost Consultants Project Managers • HCL Henderson Construction Ltd

Sustainability Vision:

To target world-leading excellence for environmental sustainability through design and performance. The project is to adopt the principles of kaitiakitanga to provide protection of the environment through guardianship, stewardship, governance and responsibility. Design and performance will be measured against "Triple Net Zero" criteria considering energy, carbon and water environmental impacts

Site Ecological Impact
- Increased planting & vegetation compared to existing site

Local Emissions
- 100% Electric heating systems avoids on-site combustion for improved local air quality
- Environmental Management Plan to reduce environmental impact during construction and demolition

Stormwater Impact
- Increased planting reduces peak stormwater run-off
- On-site detention and natural treatment and infiltration
- Rainwater harvesting reduces peak intensity
- 100% Of stormwater naturally treated on-site via rain gardens and stormwater swale

Materials & Waste
- Predominantly timber structure reduces embodied carbon compared to concrete and steel
- Minimal internal finishes and low carbon cladding considerations
- Waste and recycling storage area promotes reduced operational waste to landfill
- Waste Management Plan to target demolition and construction waste diversion from landfill
- Zero Ozone Depletion refrigerants and insulation
- Low Global Warming Potential refrigerants
- Low environmental impact materials specification
- 30% Fly ash cement replacement
- 41% Demolition and construction waste diverted from landfill

Energy & Emissions
- All electric systems avoid on-site fossil fuel combustion
- Enhanced roof, floor and wall insulation
- Natural ventilation and mixed mode ventilation to selected areas
- Ceiling fans to enhance natural ventilation performance
- Air-source heat pump heating
- Air-source heat pump domestic hot water heating
- High efficiency heating and cooling systems
- High efficiency LED lighting with daylight dimming and automatic switching controls
- Demand control ventilation, heat recovery ventilation

Comfort, Health & Wellbeing
- IGU low-e solar control double glazing offers superior thermal comfort, daylight availability and external views
- Low VOC and low formaldehyde materials specification offer improved air quality
- Increased outdoor air design ventilation rates
- Minimisation of indoor pollutants through exhausts and low emission printing
- Enhanced acoustic comfort
- Maximum 800 ppm CO_2 in occupied spaces (Air quality)

Water Efficiency & Conservation
- Rainwater harvesting system to provide all potable water
- Greywater reuse system to offset potable water
- Water efficient fittings and fixtures
- Water sub-metering with leak detection

Low/Zero Carbon Transport
- Electrical infrastructure future-proofed for future electric vehicle charging
- Staff and visitor cyclist facilities including showers, lockers and bike storage and e-bike charging

Management & Operations
- Energy & water sub-metering
- Building Management System
- Post-occupancy building tuning improves energy and comfort performance
- User Guides explaining the environmental features of the building
- Adaptation to future climate change environmental risks incorporated into design

SGL Commentary

At this time, there is a strong sustainability emphasis for the new build for Awapuni Library/Community Hub, with a corresponding choice of materials informing the per m2 base rate (i.e., in particular a laminated timber structure) and an additional ESD budget provision (about 3.0 to 3.5% of the construction cost).

The Te Pātikitiki and Pasifika Community Centre expansions and upgrades budgets also include good provisions for ESD.

10.0 Communities of Interest

10.1 Overview

When considering future community facility and city planning, it is important to consider what are the identifiable communities – in practice how does or will someone shop (local and major), what school will their families go to (primary and secondary), and how do they recreate (at what parks and community facilities), plus what is the community area they identify with?

At a base level one often considers a neighbourhood catchment which can be the local primary school catchment of say a catchment community of 2,000 to say 4,000 people and will have one or two local shopping areas. From a community facility planning perspective each neighbourhood community will normally have say a playground, a neighbourhood park, some grass sports fields, an outdoor court area (some separate too or only based at the primary school), and may be a small community centre or community hall, etc.

One then considers a 'principal community of interest which can be a population catchment of say **1 to 3 secondary school catchments** and normally includes a **major retail area**. **Physical barriers** such as rivers and hills, **socio-economic factors** (similar income levels) and **main transport routes** (how one is able to drive, walk, cycle, or bus round one's community can contribute to a level of community connection/identity). From a community facility perspective a principal community of interest could have a destination playground, a larger park area, indoor courts, fitness centre/s, an outdoor swimming pool and/or an indoor Learn-To-Swim Pool, a large community centre, etc.

10.2 What are Palmerston North's Indicative and Current Principal Communities of Interest?

For this work and to help inform planning for community centres in particular, the PNCC Community Development team was asked to consider the factors bolded above and to suggest what were the indicative and current principal communities of interest.

As per the slide below, eleven distinct and/or principal communities of interest were identified, which were:

- The seven suburban communities labelled A to G
- The four rural communities of Lowburn, Linton, Ashhurst, and Bunnythorpe.

2023 population data has also been applied to each catchment area as per the table on the following page.
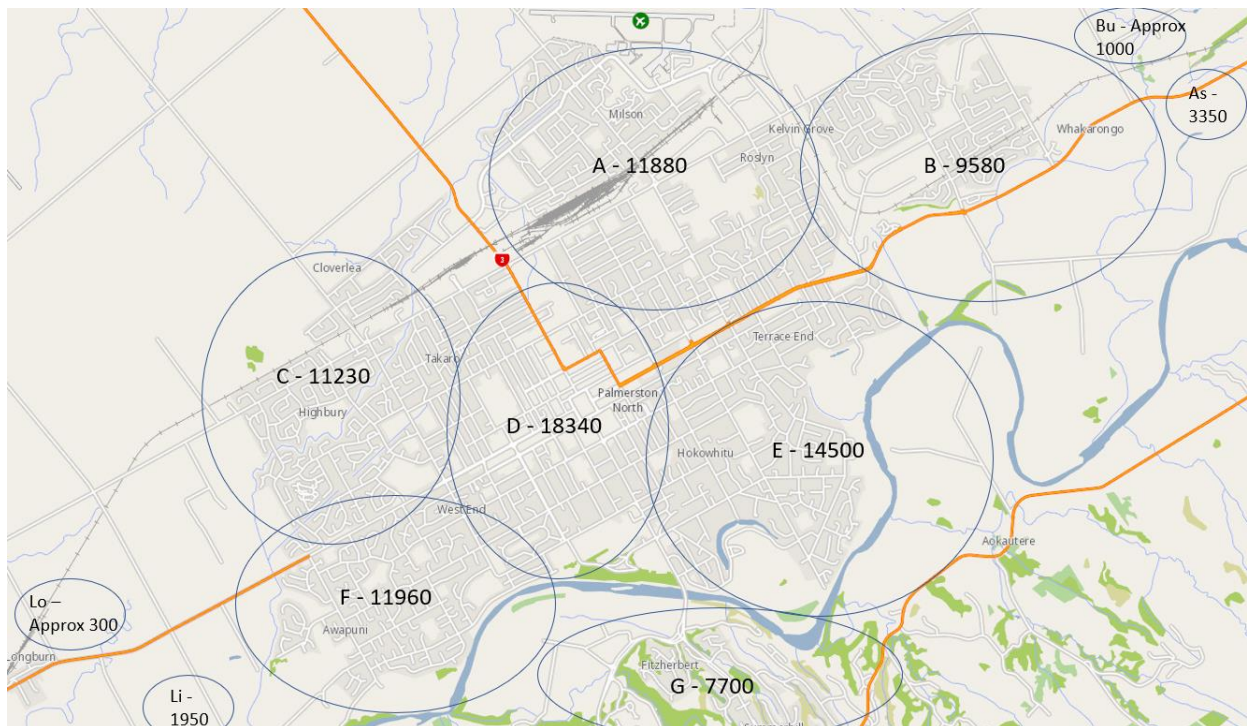
COI	Inclusions	Population 2023	Total by COI
A	Milson North	2660	
A	Milson South	3200	
A	Tremaine	560	
A	PN Hospital	2720	
A	PN Airport	160	
A	Roslyn	2580	
A	**Total**	**11880**	**11880**
B	Kelvin Grove West	2640	
B	Kelvin Grove North	2410	
B	Royal Oak	2720	
B	Whakarongo	1810	
B	**Total**	**9580**	**9580**
C	Highbury East	3120	
C	Westbrook	3220	
C	Cloverlea	1940	
C	Park West	1950	
C	Pioneer West	270	
C	Newbury*	730	
C	**Total**	**11230**	**11230**
D	Takaro North	3500	
D	Takaro South	2540	
D	PN Central	1240	
D	Milverton	2190	
D	Esplanade	2370	
D	Ruahine	1660	
D	Papaioea North	2730	
D	Papaioea South	2110	
D	**Total**	**18340**	**18340**
E	Hokowhitu Central	2460	
E	Hokowhitu East	3280	
E	Hokowhitu South	2080	
E	Ruamahanga	2910	
E	Terrace End	3770	
E	**Total**	**14500**	**14500**
F	West End	3160	
F	Awapuni North	3740	
F	Awapuni South	3530	
F	Maraetarata	1530	
F	**Total**	**11960**	**11960**
G	Poutoa	2340	
G	Aokautere	840	
G	Aokautere Rural	1030	
G	Pihauatua	1070	
G	Turitea	500	
G	Fitzherbert	1920	
G	**Total**	**7700**	**7700**
Longburn*	Newbury	300	**300**
Linton	Linton Camp	1950	**1950**
Ashhurst	Ashhurst	3350	**3350**
Bunnythorpe*	Newbury	1000	**1000**
TOTAL			**91790**

*Split over Longburn, Bunnythorpe, and remainder to area C. Newbury total is 2030

11.0 Community Centres – A Discussion and Suggested Future Directions

11.1 'Community Centres' and 'Community Venues for Hire'

The Need for Clear Definitions

It is important to clearly define the outcome, function, and the provision approach and/or indicative catchment size of a community facility type.

For the sake of this discussion now, Auckland Council's definitions of community centres (both Small and Large) and for community venue for hire are used.

One of the recommended actions for PNCC staff is to agree on the definitions for these facilities which match the future agreed outcomes Council is seeking to achieve.

As discussed in the community centre levels of service section later in this report, it is recommended (the size of future) 'Principal Communities of Interest' are used as part of the basis for deciding the spread and number of community centres i.e., that COIs and/or the (long-term) aspiration of 20-minute neighbourhoods are part of the future provision approach for PNCC for community centres.

For ease of reference, the Auckland Council definitions for these types of facilities are included below.

OUTCOME AND 'SPECIFICATIONS' FOR AUCKLAND COMMUNITY CENTRES		
Outcome Enable people to connect and participate in programmes and activities which are designed to reflect local need and place making. The range of activities can include small one-off events, group activities, regular classes, and other initiatives aimed at increasing wellbeing.		
	LOCAL SMALL	**LOCAL LARGE**
Function	Community development activities including small meetings, co-located working spaces, clubs and social gatherings, with activated programming and services.	Community development activities including small and large meetings, social gatherings, recreation, local art and culture, health and wellbeing, with activated programming and services.
Provision Approach	Located in local neighbourhoods. Walking catchment of up to 15-minutes or 30-minute drive of rural and coastal villages	Serves a catchment of up to 15-minute driving time. Located in metropolitan or town centres and satellite towns. Desirably located within the centre of town.

OUTCOME AND 'SPECIFICATIONS' FOR AUCKLAND VENUES FOR HIRE	
Outcome Provide affordable space for people to meet and participate in social, recreational, educational, health and well-being programmes, events, activities, and functions that serve local areas.	
Function	Bookable space available for the community to book and run their own activities
Provision Approach	- Improve and optimise the current network of venues for hire - No longer build or acquire standalone venues for hire - Include bookable space within integrated and connected community facilities - Encourage and support other community providers to share bookable space

> *Recommendation*
>
> For the future agreed outcomes Council is seeking to achieve for community centres and venues for hire, that Council staff clearly define each of these facility types (and any categories by size) based on outcome/objective, function, and provision approach.
>
> Suggest it is recommended (the size of future) 'Principal Communities of Interest' are used as part of the basis for deciding the spread and number of community centres i.e., that COIs and/or (the long-term aspiration of) '20-minute neighbourhoods' are part of the future provision approach for PNCC for community centres.
>
> In summary now, suggest the Auckland Council definitions provide a good guide for the development of these definitions, but the outcome needs to better match PNCC's required wellbeing, vibrancy, and   multi-use requirements; and suggest the provision of approach incorporates COIs and/or a 20- minute neighbourhood intent.

Further Discussion Regarding Community Centre Versus Community Venue for Hire

Suggest in the future, for a community centre to be 'categorised' as a community centre it must have the majority of its space available for hire/use by community groups, with no one group dominating utilisation by more than 50% of available time. If this is the case, that is there is majority use by a single group, and if there is spare capacity then available for other groups to use, then suggest it should be called a 'community venue for hire'.

The Highbury Whanau Centre originally had space that groups could book and use, but its own operation as an alternative education centre now uses most of the space, most of the time. Therefore recommend should re-categorise Highbury Whanau Centre as a 'community venue for hire', not as a 'community centre'.

> *Recommendation*
>
> Recommend re-categorise Highbury Whanau Centre as a 'community venue for hire', not as a 'community centre'.
>
> However, it may be prudent to implement this change following the completion of the proposed Te Pātikitiki expansion and upgrade, and in parallel with the implementation of a city-wide booking system for community centres and also for approved future 'venues for hire'.

11.2   The Interrelationship Between Community Centres and Libraries

Currently community centres in Palmerston North are unstaffed facilities (as compared to Auckland, where the majority of community centres are staffed). Council libraries in Palmerston North and elsewhere are permanently staffed during all opening hours.

Over the past 10 to 15 years libraries are increasingly becoming community hubs with real synergies with community centres and other council-run or cultural/community services.

A facility which is staffed is welcoming, provides improved safety, provides the opportunity for ongoing regular programming and also support services, provides cross-activity benefits (multi-activities at one place which can promote whole-of-family participation and introduce people to new experiences and networks), and usually has much higher utilisation. Also, as a staffed facility it's function starts to shift to be a place to gather and do things (from casual recreation to reading to socialising) rather than being a destination venue for a scheduled activity only.

With the future role of libraries as community hubs, libraries are in effect staffed community centres, and a staffed community centre for the enhanced outcomes where it can be achieved (by co-located services and reception staffing enabled by other/joint operating budgets) is always the preferred solution to an unstaffed community centre. Therefore one should in the first instance be clear on one's library service and facility strategy, and then consider how the library facility strategy can also achieve community centre outcomes in each area.

11.3   The Need for Integrated and Holistic Community Facility Planning, both By Area/ 'Place' and By Facility Type

SGL recommends it is important ***there should also be a future integrated and holistic approach for all types of community facility planning and provision, together with robust and consistent policies and processes.***

Recommendation
There should be a future integrated approach for all types of community facility planning and provision, together with robust and consistent policies and processes; and also a holistic approach to the planning and provision of community facilities both by area/ 'place' and by facility type. Co-location of other public and private facilities and services should also be considered as part of the mix where appropriate (cf Clayton Community Centre case study).

 …***By not considering an integrated and holistic approach to the planning and provision of community facilities (and other services) by area, whether by 'Principal Communities of Interest' and/or by neighbourhoods, one can sometimes not properly consider the interrelationship and opportunities for co-located solutions and funding effectiveness/efficiencies, nor achieve enhanced place making and whole-of-community outcomes.***

The slide below provides a further summary of the key points in this sub-section.

UNDERPINNING PLANNING THEORY AND PRACTICE - WHAT THIS MEANS?	
PLANNING THEORY AND SUGGESTED DIRECTIONS	**WHAT THIS MEANS?**
Consider community facility planning by 'area' and 'by facility/service type'	Plan facilities and services by area/'place', at a neighbourhood, 'Principal Community of Interest', and City level - not just by facility type!
Principal Communities of Interest' and/or 20-minute neighbourhoods as a future basis for considering future levels of service for community facilities	**For Principal Communities of Interest consider:** • Can be a population catchment of say 1-3 secondary schools depending on the size of the city • Normally includes a major retail area/supermarket • Physical barriers such as rivers and hills • Socio-economic factors (similar income levels) • Main transport routes - how one is able to drive, walk, cycle, or bus round one's community can contribute to a level of connection and identity

11.4   Draft PNCC Community Centre Content for the 2024-2034 Long-Term Plan

Goal 3 and Suggested Amended Strategy

In tandem with this review work, it is sensible that some of the wording for the goal and strategy for Goal 3 to be amended. Current suggested changes by the Council staff team are:

For Goal 3: A 'connected and safe' community – "We want our communities to have access to services and facilities that are inclusive and appropriate for their needs", [and], also "access to safe and accessible community places".

As part of the Community Support Plan, the following wording is also proposed:

- "We want community facilities to respond to community needs. We will support community centres and facilities to promote community wellbeing
- To provide and support community centres and Hancock Community House
- That there are suitable and accessible places for city communities to gather and take part in activities"
- Support and manage community centres and facilities in accordance with identified communities' needs."

SGL Commentary

As already discussed in the earlier community centres' current management practices section, suggest it is important there is flexibility that this wording allows greater flexibility than only responding to community needs via the management of these centres by community groups – this is only one mechanism and like any mechanism needs ongoing review as to its effectiveness.

Also suggest there is greater flexibility in how these community spaces are provided, which may not be directly by Council, which this new wording reflects.

This new proposed wording also places a greater emphasis on community centres responding to and addressing identified communities' needs.

The Importance of Vertical and Horizontal Integration

For effective planning and corresponding outcomes, it is very important to ensure vertical and horizontal integration within an organisation between goals and objectives/outcomes, values, guiding principles, policies, and processes for all community facility planning.

As part of preparation for the LTP and also as part this Study, PNCC's Libraries' and Community Development teams further considered and developed the ***goals, outcomes, values, and guiding principles*** for their area of work.

The full summary of this work for the libraries can be found in the Library report on pages 14 & 16, and also in Appendix 1, the latter showing the strategic links between The Community Wellbeing Strategy and the proposed six future focus areas for the City Library Network Plan.

However to test and show the vertical and horizontal alignment at a City level with the proposed library and community centre directions, the following slides seek to clearly group and list the alignment for these four aspects.

GOALS & OUTCOMES - THE IMPORTANCE OF VERTICAL AND HORIZONTAL INTEGRATION

GOALS AND OUTCOMES AT A CITY LEVEL AND FOR LIBRARIES AND COMMUNITY CENTRES

		PNCC - City Level/Long Term Plan	Libraries	Community Centres
Goals		Goal 3: A connected and safe community He hapori tūhonohono, he hapori haumaru Then suggested amended wording: "We want communities to have access to services and facilities that are inclusive and appropriate for their needs", [and], "access to safe and accessible community places"	The kaupapa of the library is Te Ara Whanui o te Ao (translated literally as "the wide pathway across the world"). This articulates the concept of the City Library as a doorway opening onto pathways that provide access to new opportunities... provides the community to information and knowledge from the past, the present and the future.	Community facilities to: • Respond to community need; • Promote community wellbeing; • Be suitable and accessible for communities to gather and participate; • Have support and management practices to help meet identified communities/ needs
		Plus: An innovative and growing city; • A creative and exciting city; • An eco city; • and a driven and enabling Council		
OUTCOMES — What are we setting out to/must achieve?			Through the kaupapa Te Ara Whānui o Te Ao in action, the City libraries (are successful if they):	Community centres are successful if they:
		Economic, cultural, and social wellbeing	Nurture literacy, lifelong learning, creativity, and play	
		Economic, cultural, and social wellbeing	Enable access to knowledge, ideas, connections, and discussion	
		Social and cultural wellbeing	Enhance community wellbeing through social connectedness and community cohesion	Empower communities to achieve wellbeing aspirations
		Social and cultural wellbeing	Foster vibrant community interactions and possibilities including active participation in the life of the city	Add vibrancy in the neighbourhood
		Social and cultural wellbeing	Deliver vibrant citizen spaces that provide people with a sense of place and that are inter-generational - a Turangawaewae for all.	Accommodate a range of users

GOALS & OUTCOMES - THE IMPORTANCE OF VERTICAL AND HORIZONTAL INTEGRATION

VALUES AND GUIDING PRINCIPLES - THE IMPORTANCE OF VERTICAL AND HORIZONTAL INTEGRATION

		PNCC - City Level/Long Term Plan	Libraries	Community Centres
VALUES - What is valued/important to decision making		Inclusive	Inclusive: People can see themselves reflected in our spaces	Inclusive and welcoming
			Welcoming: People treated with care and respect	
		Inclusive and enabling	Equitable	Accessible - ease of access, cost, systems, well known etc, plus physical access
		Inclusive and enabling	Accessible: All ages, all stages, abilities, and mobilities	
		Caring and inclusive	Safe: Physically and culturally	Safe
		Caring	Sustainable: aim is carbon neutral	Sustainable design principles
		Ambitious, bold, and caring	Vibrancy: Filled with artistic and creative expression	Sense of place and identity
GUIDING PRINCIPLES (Facility Developments) - What behaviors reflect our values, and will achieve our Goals /Outcomes?		Ambitious, bold, and caring	Sustainable build and proactive, and ongoing operational maintenance	Connection to the surrounding environment
		Ambitious, bold, enabling, guardianship, and caring	High quality placemaking	
		Open	Responsive to community characteristics, needs, and aspirations	Communities are reflected in the design
		Guardianship	Exemplar of good asset optimisation	Asset optimisation
		Guardianship, enabling, and caring	Adaptable and scalable	
		Guardianship and enabling	Partnerships in action	Simpler, smarter, more sustainable management
		Guardianship	Evidence-based decision making	Evidence-based decision making
		Ambitious and bold	Courageous leadership to make quality investment	

11.5   Potential City Library Locations and Catchments

Below are potential future Library locations and catchments. This catchment diagram only differs from the future recommended Library strategy as a larger community library in Rosyln was deemed the better solution rather than smaller libraries in each of Rosyln and Kelvin Grove. By comparing the Library catchment diagram (directly below) with the Community of Interest diagram (at the bottom of this page), one will also see the Awapuni library catchment effectively equals COI F and some of D.

You will also note this Library catchment diagram below overlays major supermarkets and other shops, and current and planned schools, with each principal community of interest including as a minimum a primary school and a shopping area (and some many of each).
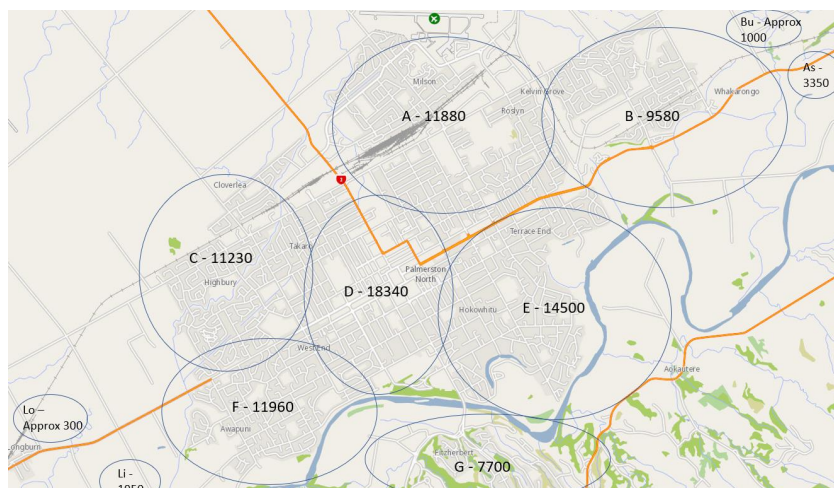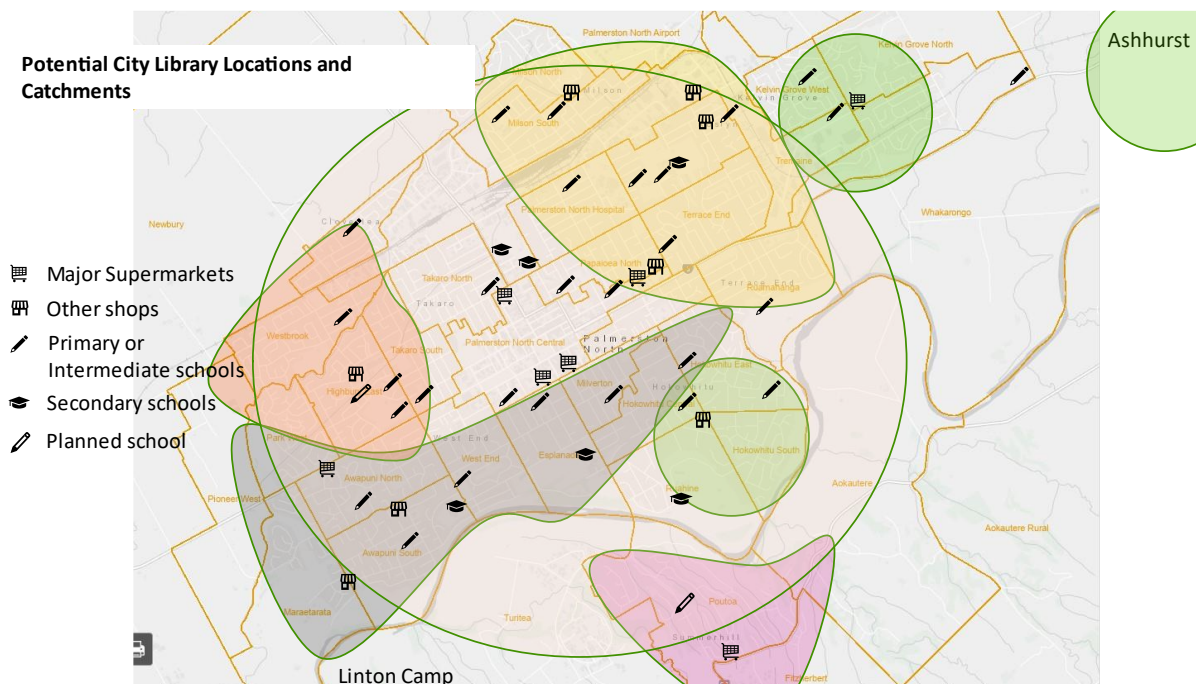
11.6   Impact of Future Growth on Communities of Interest

As discussed in the earlier section Future Growth Areas, in the medium term from 2024 – 2031 and in the long term from 2031 – 2051 growth is located substantially in Pioneer West (4,690 houses) and Newbury (4,820). Other growth above the city average was identified in Aokautere (1,500), Whakarongo (1,100), and Ashhurst (600).

In addition to the table and diagram in section XXX, also see below the Growing Palmy diagram, which shows the different areas of growth by development type – building out, building up, or building in.
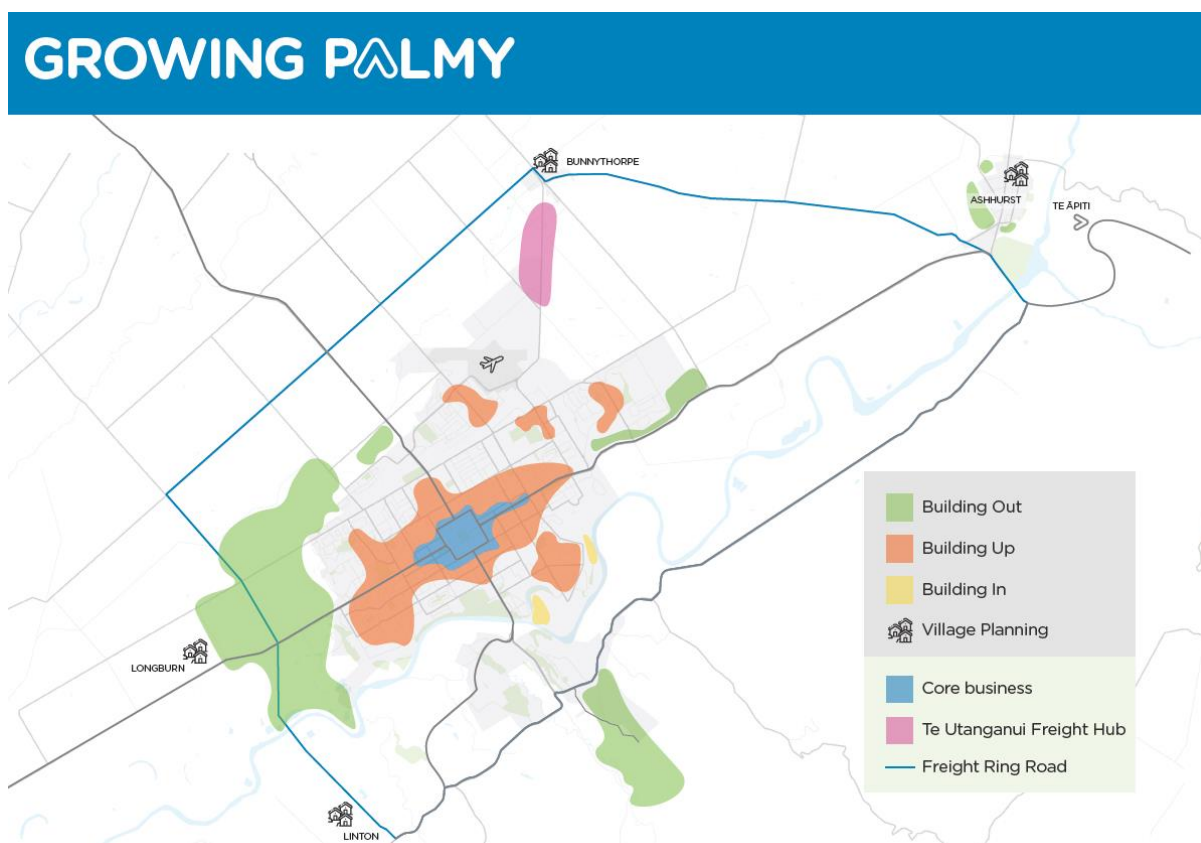
Kākātangiata the new growth area to the west of the city shown in green above (i.e., the Newbury and Pioneer West area units) will effectively create a new COI (or one could treat for now as an expanded current 'Lowburn' COI), and therefore for the purposes of the next indicative library and community centre network plan assigns the proposed community centre for this growth area to the Lowburn COI.

Suggest the other areas of growth will essentially just consolidate existing COIs.

11.7 Levels of Service for Libraries and Community Centres

Recommendation

Therefore, in summary the level of service for libraries is as detailed in the Library report and summarised in the Executive Summary, based on justified total m2 per capita and with a mix of Central, larger community libraries, and satellite libraries to achieve the mix of functions and geographic spread required for quality and accessible library services.

For community centres, suggest the level of service should be:

- With the future role of libraries as community hubs, libraries are in effect staffed community centres, and a staffed community centre for the enhanced outcomes where it can be achieved (by co-located services and reception staffing enabled by other operating budgets) is always the preferred solution to an unstaffed community centre
- As an indicative guide only, one community centre for every urban COI of about 10,000 people, but recognising the greater need for safe community spaces for areas of lower social deprivation and/or communities of specific need, which sometimes can be double the level of m2 provision and/or number of community centres subject to the response needed for specific neighbourhoods and/or ethnic groups
- As an indicative guide only, one community centre for each rural COI, with consideration of a community centre for about 3,000 people or above; and one would usually consider provision of a community indoor venue for hire (either in partnership with a school or otherwise) for a rural COI of about 1,000 people.

Please note, a holistic facility approach does not necessarily mean that PNCC must directly provide a community centre and/or a community venue for hire for a COI and/or 20-minute neighbourhood. A school-based community share solution may be an appropriate solution, or a shared solution with an existing community facility or private facility may be the best solution.

Marae can also play an important as community centres and suggest this needs to be further considered with Rangitāne as part of future community facility planning.

Please see the next five pages which seeks to firstly summarise this future recommended level of service for libraries and community centres; and to then clearly show an indicative network plan based on draft Communities of Interest for the current and then this future level of community centre and library provision both by table and then diagrammatically.

RECOMMENDED FUTURE LEVELS OF SERVICE FOR COMMUNITY CENTRES	
THE WHAT AND/OR OTHER IMPLEMENTATION CONSIDERATIONS	**SUGGESTED STRATEGY OR THE HOW**
Future Library Level of Service	As detailed in the Library report, based on justified total m2 per capita and with a mix of Central, larger community libraries, and satellite libraries to achieve the mix of functions and geographic spread required for quality and accessible library services.
Interrelationship between Community Centres and Libraries	With the future role of libraries as community hubs, libraries are in effect staffed community centres, and a staffed community centre for the enhanced outcomes where it can be achieved (by co-located services and reception staffing enabled by other operating budgets) is always the preferred solution to an unstaffed community centre
Future Community Level of Service for Urban Communities of Interest	As an indicative guide only, one community centre for every urban COI of about 10,000 people, but recognising the greater need for safe community spaces for areas of lower social deprivation and/or communities of specific need, which sometimes can be double the level of m2 provision and/or number of community centres subject to the response needed for specific neighbourhoods and/or ethnic groups

RECOMMENDED FUTURE LEVELS OF SERVICE FOR COMMUNITY CENTRES	
THE WHAT AND/OR OTHER IMPLEMENTATION CONSIDERATIONS	**SUGGESTED STRATEGY OR THE HOW**
Future Community Level of Service for Rural Communities of Interest	As an indicative guide only, one community centre for each rural COI, with consideration of a community centre for about 3,000 people or above; and one would usually consider provision of a community indoor venue for hire (either in partnership with a school or otherwise) for a rural COI of about 1,000 people
A holistic facility approach doesn't necessarily mean that Council must directly provide a community centre - every time one must ask what is the best provision solution?	Please note, a holistic facility approach does not necessarily mean that PNCC must directly provide a community centre and/or a community venue for hire for a COI and/or 20-minute neighbourhood A school-based community share solution may be an appropriate solution, a shared solution with an existing community facility, or a private facility may be the best solution.
A possible future (expanded) role of marae as community centres	Marae can also play an important as community centres and suggest this needs to be further considered with Rangitāne as part of future community facility planning

11.8 Current and Future Community Centre and Library Provision – An Indicative Network Plan based on Draft COIs

COI	Inclusions	Population 2023	Total by COI	Current Provision		Future Provision	
				Libraries	Community Centres	Libraries/Community Hubs	Community Centres
A	Milson North	2660					
A	Milson South	3200					
A	Tremaine	560					
A	PN Hospital	2720		Roslyn	Milson Rangiora		Milson At Rangiora end of life review with new NE Hub
A	PN Airport	160					
A	Roslyn	2580				New North-East Library and Community Hub	
A	**Total**	**11880**	**11880**				
B	Kelvin Grove West	2640					
B	Kelvin Grove North	2410					
B	Royal Oak	2720			Kelvin Grove		Kelvin Grove
B	Whakarongo	1810					
B	**Total**	**9580**	**9580**				
C	Highbury East	3120					
C	Westbrook	3220			Highbury Whanau Centre Pasifika Community Centre	Expanded and Refurbished Te Patikitiki New South West Library and Community Hub (in Awapuni)	Expanded Pasifika Community Centre
C	Cloverlea	1940		Te Patikitiki			
C	Park West	1950					
C	Pioneer West	270					
C	Newbury*	730					
C	**Total**	**11230**	**11230**				
D	Takaro North	3500					
D	Takaro South	2540					
D	PN Central	1240					
D	Milverton	2190			Palmerston North Leisure Centre	New City Library Solution Also new SW Library	Palmerston North Leisure Centre Multicultural Hub Solution
D	Esplanade	2370		City Library			
D	Ruahine	1660					
D	Papaioea North	2730					
D	Papaioea South	2110					
D	**Total**	**18340**	**18340**				

COI	Inclusions	Population 2023	Total by COI	Current Provision		Future Provision	
E	Hokowhitu Central	2460		*Hokowhitu Village Centre, the current community-led community centre and library*		(Expanded) Hokowhitu Village Centre part of City Library/Community Hub network	
E	Hokowhitu East	3280					
E	Hokowhitu South	2080					
E	Ruamahanga	2910					
E	Terrace End	3770					
E	**Total**	**14500**	**14500**				
F	West End	3160		Awapuni	Awapuni	New South West Library and Community Hub (in Awapuni)	At Awapuni Community Centre end of life suggest a much smaller service area required for outdoor users (i.e., community garden, tennis, etc)
F	Awapuni North	3740					
F	Awapuni South	3530					
F	Maraetarata	1530					
F	**Total**	**11960**	**11960**				
G	Poutoa	2340				Future Summerhill Library/Community Hub	
G	Aokautere	840					
G	Aokautere Rural	1030					
G	Pihauatua	1070					
G	Turitea	500					
G	Fitzherbert	1920					
G	**Total**	**7700**	**7700**				
Longburn*	Newbury	300	**300**			Kākātangiata urban growth area proposed community centre	
Linton	Linton Camp	1950	**1950**	Linton Camp Community		Linton Camp Community	
Ashhurst	Ashhurst	3350	**3350**	Ashhurst	Village Valley Centre	Subject to building condition, replacement Library	Village Valley Centre (co-location of future Library?)
Bunnythorpe*	Newbury	1000	**1000**		Bunnythorpe		Bunnythorpe
TOTAL			**91790**				

*Split over Longburn, Bunnythorpe, and remainder to area C. Newbury total is 2030

Current City Library + Community Centres Network

Bunnythorpe Community Centre

Milson Community Centre

Kelvin Grove Community Centre

Pasifika Community Centre

Highbury Whānau Centre

Youth Space

Roslyn

Village Valley Centre

Te Pātikitiki

Rangiora Community Centre (review end of life)

Central Library

Blueprint

Ashhurst

Awapuni Community Centre

Palmerston North Community Leisure Centre

Awapuni

Diesel Mobile Library

Hokowhitu Village Centre

NORTH

Key

Libraries

Community centres

Currently not part of the council network

Proposed City Library + Community Centres Network

Key
- Larger community library hubs
- Community centres
- New facilities
- Part of library network

11.9　Facility Management Recommendations for Community Centres and Venues for Hire

As part of the Community Centre review process, SGL made several facility management observations, which were previously discussed in section 6.5, with these observations and then recommended directions summarised in the slides below.

FACILITY MANAGEMENT	
FINDINGS	**RECOMMENDATIONS**
Quality of community centre booking data is poor - incomplete, inconsistent, limited *Only PN Leisure Centre and Pasifika Centre utilisation are High or > 50 hours per week (as Whanau Centre community use Low). All other community centres are Moderate or Moderate to Low - from < 40 hours per week to in some cases < 25 hours per week* *Mixed community awareness of just what venues are available when*	*Opportunity to better market and optimise the use of community centres, both collectively and severally, and to improve some levels of cost recovery* *Ensure the online booking system is being utilised for all bookings and for direct bookings by customers for all community centres* *Online booking system to also be used for other approved 'venues for hire'. Suggest will increase awareness of other venues, ease of booking, and utilisation*
Community Development Advisers co-ordinate the different Council functions that interact with the Committees staff, involving multiple staff and time	*On average Community Advisers spend one day per month per Committee/community centre. Best use of time?*

FACILITY MANAGEMENT	
FINDINGS	**RECOMMENDATIONS**
Committee succession planning is unclear and struggling to find new volunteers. *Committee memberships can be representative of a limited cross-section of the community – usually older and representative of existing users only* *There are fewer people prepared to volunteer for committee roles and certainly not if time onerous*	*Suggest review the ongoing role of Committees on a phased basis i.e., there is a logical time to make changes e.g., facility change. Also, customer online booking system needs to be working well first* *An alternate option is shifting the role of community representation to advisory and to not be directly responsible for the facility management. If a shift in role occurs it must be meaningful.* *Ongoing mechanisms for community input and support are very important. Need to have processes to ensure different ages, ethnicities, and types of user all have an opportunity for input*
Community centres Committees currently fully retain and determine the application of any hire funds, which can be $50,000+	*Any management change process is not about taking past money away from groups. Transition mechanisms can involve the new Advisory Group being co-responsible with Council for approving use of any previous funds. Also, any revenues earned by a community centre must be expended for the benefit of that centre's operation.*

Suggested Facility Response Strategies and Assessment Processes for all Types of Community Facilities

12.0 Community Facility Planning Flow Chart

Suggest for all type of community facility developments, whether arts/cultural facilities, libraries and community centres, or sport and recreation facilities etc, it is important to have a consistent planning approach and process.

There are potentially different approaches but one must ensure:
- That the need is evidence-based and is underpinned by demographic and social profiling, and also by genuine stakeholder and community engagement
- That one is clear an asset response is needed and that one doesn't jump straight to 'we need more facilities'. Sometimes it is a service and not a facility response which is needed, for example, improved resourcing of key service providers; a planning change to enable an expanded range of use (e.g., an amendment to noise or lighting restrictions for a certain area), etc
- That if an asset response is needed that Council is clear on its role which may be no action, facilitating an alternate solution with others (say the leasing a facility), advocacy (say for increased public transport services to enable improved use of the existing facility network) to direct facility provision
- Importantly the provision solutions should first and foremost consider better use of existing facilities, (e.g., by a better booking system, pricing policy, promotion, etc), to expanded or enhanced existing facilities, rationalisation of existing facilities (which may free up land and/or funding), creating of a new facility, or the use of non-Council facilities (e.g., community share arrangements with MOE facilities).

Please see the Community Facility Planning Flow Chart on the next page, which was developed by the City of Casey (Melbourne) in about 2019. From SGL's knowledge this is one of the better examples and suggest could be a good starting point from which a Community Facility Planning Flow Chart for all community facilities could be developed for Palmerston North.

Community Facility Planning Flow Chart

Figure 2
Community Facility Planning Flow Chart

Social Planning

Demographic and Social Profiling
Profile existing/future community need for services and facilities

Community Engagement
Confirm opportunities and needs

Assess and Identify Community Needs

Options Analysis

Asset Response Required

Service Response Required

Community Facility Planning

Refer to Service Manager

Determine Councils Role

No Action

Facilitate
Merit-based. May include building partnerships; promoting opportunities; or leasing or hiring community facilities to maximise utilisation with complementary services.

Advocate
In line with Council's strategic and advocacy priorities.

Provide
Council directly delivers and/or funds the service.

Assess Capacity of Council Councils Assets to Meet Service Need

Better utilise existing facilities
May include change of use, reprogramming, access, activation.

Expand or enhance existing facilities
Physical changes to meet service needs and increase useful life of the building.

Rationalise existing facilities
Consolidate, decommission, etc. This may include creating a new facility to replace existing facilities.

Create a new facility
Where there is no facility to meet new service needs.

Use non-Council facilities
Partnerships, alternative funding and delivery methods.

Explore innovative delivery and partnerships models to meet community need

Develop funding and investment strategy

13.0 Facility Assessment Processes

13.1 Importance of Valid Design of any Assessment Process

Once facility actions have been identified, sometimes it is appropriate to apply a facility assessment process to help determine which initiatives should proceed and/or to assist relative prioritisation.

In including this section, SGL also makes some cautionary remarks:

- ***Any assessment process is only as good as its design.*** No different than a tender process, if one gets the criteria and/or weightings wrong, then one gets the wrong answer. Also SGL often sees so many criteria being applied that the assessment framework emphasis is unclear and it becomes a technically correct but strategically and practically wrong numerical exercise
- In the discussion and examples cited following, suggest the current Auckland Community Facilities Network Plan 'assessment tool' is potentially an example where one could get the wrong answer…looking at suggest some of the criteria will only apply in some situations and might distort some answers, and some criteria may have too low a weighting. Furthermore suggest it is flawed as there is no capital funding achievability nor operating sustainability criteria (See next bullet for further discussion)
- ***Any facility solution is a convergence of community need, capital funding achievability, and operational sustainability***. The challenge in Auckland (and New Zealand) is projects can't get over the line because the funding requirement or gap is too high. Consequently, suggest this type of early process must include a filter to ask: 'Can it be potentially funded? and 'What is the ongoing net cost of provision?' so resources aren't wasted developing a type of facility solution that was never going to be able to proceed.

Therefore to assist understanding, two different types of assessment frameworks are provided below:

- The Auckland Council Community Facilities Network Plan 'Network Priority' Assessment Framework, with the above comments already made
- Invercargill City Council Strategic Projects' Assessment Process, which places a key emphasis on the 'whole-of-life cost' i.e., the net cost to Council of both capital funding and ongoing operating funding.

13.2   Auckland Council Community Facilities Network Plan 'Network Priority' Assessment Framework

Below is the Network Priority assessment sheet including criteria and weightings.

Network Priority			
Each action is assessed against the following criteria to determine whether it is a network priority. Each action is scored against the criteria out of 10 and using the weightings to have a score out of 100. Actions over 60 points are identified as network priorities.			
Category	**Sub-Category**	**Criteria**	**Weighting**
Network 40%	Network contribution	Impact of the facility (or lack of a facility) on the regional network	10%
	Demand	Level of demand - either excess demand, existing gap, new demand	10%
	Catchment size	Size of catchment population including the timing of projected population growth	10%
	Optimisation or Divestment potential	Opportunity to optimise or divest	10%
Community 40%	Local Board priority	Identified as local board priority	15%
	Impact in the community	Impact and criticality of the facility in the community, including the impact of geographic isolation	10%
	Alternative provision	Level of alternative provision that can sustain demand in the interim	5%
	Catalyst / Opportunity	Major change from external driver or significant opportunity that is time-specific	10%
Building 20%	Size & Layout	Size or layout restrictions/limitations	10%
	Physical condition	Urgent building issues to address	10%

13.3   Invercargill City Council Strategic Projects Assessment Process

In 2020 Invercargill City Council was seeking to objectively assess the merits and achievability of a diverse range of major community projects, ranging from the upgrade of a heritage home to refurbishment of a rugby stadium to the development of a museum. Consequently the following assessment framework was developed which was used by governance and senior managers in combined workshops to help collectively consider and agree on the projects and options which should proceed for further consideration and those that shouldn't.

The following four slides seek to explain the project criteria and then provides the assessment forms and scoring mechanism. Note specific criteria were tailored to Invercargill's visitation, pricing, and financial parameters.

─────── **Project Criteria** ───────

A primary criteria focus:
• Vision and Priority Alignment (City Centre; Economic, Liveability, Environmental)
(this item largely addresses USP)

• Demonstrated Need
(multiple audiences weighting supports placemaking)

• Achievability and Sustainability (can pay for it)

For last criteria, a 'whole-of-life cost' and 'cost per visit' emphasis
(latter also reinforces Need argument)

PROJECT CRITERIA		
Criteria	Proposed Weightings	Suggested Scoring
Vision and Priority Alignment	20	City Centre = **10**, Other Priorities = **10**
		Priority of Economic: Liveability: Environment = 4:4:2, to give a maximum total of **10**
Demonstrated Need	20	Total Visitation = 10, Specific Need = 5, Multiple Audiences = 5
		Total visitation = **10** if 100,000/year or above, i.e. Calculate by dividing projected annual visitation/100,000
		Meeting a specific or unique need, whether providing a specific function and/or catering for a specific group = **5**
		Catering for multiple audiences by activity, gender and age = **5**
Achievability and Sustainability	30	Cost Per Visit = **20**; Net Expenditure Impact = **10**
		*Cost Per Visit: Calculate by $20/visit - estimated cost per visit, with a maximum score of 20. Note, negative numbers apply
		Net Expenditure Impact: Calculate by $100M - (ICC net capital cost + 50 year ICC net operating cost including depreciation), with a maximum score of 10. Note, negative numbers apply
TOTAL	70	

* Note Cost Per Visit also partly reflects demonstrated need, i.e. high visitation will reduce the cost per visit

PROJECT ASSESSMENT SHEET	
PROJECT NAME **Option Description**	
INPUTS	
Capital Costs	
Total Capital Cost $	
Potential External Funding (Proportion)	
ICC Net Capital Cost $	
ICC Net Capital Cost $ (based on annualised 50 year loan costs @ 3%)	
Operating Costs	
Annual Net Opex (including Current Building Depreciation if applicable) $	
Extra Depreciation due to New Build $ (2% of total cost)	
Summary Inputs	
Total Net Capital Cost and 50 Year Net Operating Cost including Depreciation for ICC $	
Total Net Capital Cost and 50 Year Net Operating Cost including Depreciation for ICC/Year $	
Annual Estimated Visitation	
Average Net Cost/Per Visit $	

PROJECT ASSESSMENT SHEET

PROJECT NAME Option Description		
CRITERIA	MAXIMUM SCORE	PROJECT SCORE
Vision and Priority Alignment		
City Centre	10	
Priorities:		
* Economic	4	
* Liveability	4	
* Environmental	2	
Sub-Total	**20**	
Demonstrated Need		
Total Visitation: 10 if 100,000/year or more, i.e. Calculate by dividing projected annual visitation/10,000	10	
Specific Need	5	
Multiple Audiences	5	
Sub-Total	**20**	
Achievability and Sustainability		
Cost Per Visit: Calculate by $20/visit - estimated cost per visit. Note negative numbers apply	20	
Net Expenditure Impact: Calculate by $100M - (Net capital cost + 50 year net operating cost including depreciation for ICC)/$10M. Note, negative numbers apply	10	
Sub-Total	**30**	
TOTAL	**70**	

SGL Commentary

As stated at the outset of this section, once facility actions have been identified sometimes it is appropriate to apply a facility assessment process to help determine which initiatives should proceed and/or to assist relative prioritisation.

As discussed above, any assessment process is only as good as its design, otherwise one gets the wrong answer. Furthermore, given New Zealand infrastructure and funding challenges, suggest it is important this type of early process must include a filter to ask: 'Can it be potentially funded? and 'What is the ongoing net cost of provision?' so resources aren't wasted developing a type of facility solution that was never going to be able to proceed.

14.0 Facility Costs, from an Operating Perspective

Whenever one builds a facility, one is also committing to ongoing asset costs including regular and Long-Term Maintenance (LTM), building insurance, utilities (power and water), cleaning and other related services (e.g., security, waste management, compliance), and rates.

Councils will by law account for deprecation to address the LTM and some replacement provision for the facility, but in the past Councils have not always funded for depreciation, which if this practice continues over time compounds the challenges of providing future infrastructure.

For community facilities the 'Multicultural Hub Solution' is a good case study. To discuss now:

If one was to build say a 700m2 facility (the likely floor area required to meet the core requirements of this facility), and based on a rough order quality total build cost of $10,000/m2 at today's prices, this means about a $7 million total build cost; plus it can almost be half as much again to address site preparation and ground conditions, access and car parking, consenting challenges, fitout, landscaping, escalation, etc (and also note these costs don't include the cost of land) i.e., the build cost may be about $7 million and total project cost potentially about $10 million without a land cost.

If one was to then consider the ongoing building asset cost, one will then consider the following:

- Many Australian Councils can provide up to as much of 1% of the capital value for total ongoing maintenance. In New Zealand this provision is normally much lower but if one treats regular annual maintenance at say 0.1% to 0.15% and LTM at 0.5% to 0.65%, then about 0.75% of the capital value can be real if one is to properly maintain a 'dry' facility. Furthermore building insurance for this exercise is say about 0.1% of capital value (as it is assumed it is part of a Council's building insurance for a large asset portfolio) – let's say about 0.85% for these two amounts and without rates. Note based on a $10,000/m2 build cost these provisions equate to about $85/m2

- Then depending on the type of community facility (but not aquatics) one can apply say $15/m2 to $25/m2 for power, $2/m2 to $5/m2 for water, $10/m2 to $25/m2 for cleaning, say about $5/m2 to $10/m2 for other, and therefore overall one is probably needing to allow say about $50/m2 to $60/m2

- Combined these items are therefore about 1.35% to 1.5% of capital value. In simple terms that means for every $1 million of building one provides, one needs to provide for full maintenance and all building related operating costs about 1.35% to 1.5% of this amount per annum or *about $13,500 to $15,000 per annum for every $1 million of capital spend* (note these numbers don't include rates nor depreciation, although there is a probable LTM/depreciation cross over in these numbers of about 45%, as most Councils fund LTM from their depreciation reserves)

So going back to the case study of the Multicultural Hub Solution, an orthodox approach - where Council is the principal capital funder, building owner, and responsible for ongoing building costs - is often:

- What is the core facility requirements? <u>Answer:</u> About $700/m2
- What is the building cost only at today's prices? <u>Answer:</u> About $7 million
- What is the total project cost? <u>Answer:</u> Including all other project costs but not land, and assuming a build start within about 2 years potentially a total of about $10 million
- At today's costs, what is the ongoing full maintenance and building operating costs, not including the specific cost of providing a service? <u>Answer:</u> Indicatively about $1.35% of the build cost, which for a $7 million building equates to about (7 x $13,500 per year =) about $95,000/year without rates.

Please note, one could argue this operating provision is high – yes one can do smarter, and may be potentially reduce by say 20%, but whatever one does it's <u>no less</u> than a real $75,000/year without rates. Yes, some of these costs will be recovered from the community tenant (MMC) but suggest this is unlikely to be more than $10,000 per year, leaving Council with a minimum ongoing annual opex cost, but accounting for LTM, or no less than an average annualised $65,000 if not closer to $85,000.

Also please note, none of these figures include any provision for any wider Council management and operating overhead.

Consequently, these numbers further reinforce that one must, in every case, be very clear that a new build is valid and justified and that there is not a smarter way to do things, either by a service solution; by existing asset use and/or enhancement; or by a non-Council facility solution.

15.0 A Sub-Set Process of a Community Facility Planning Flow Chart – 'Match Users with Facilities in an Area' but Provide a Budget!

As identified in PNCC's Community Places Report (2022), Palmerston North has a large number of community facilities.

Also, as per the example of City of Casey's Community Facility Planning Flow Chart, a very early flow chart question is, 'Is this an asset response or a service response?'; and then later in the flow chart, two of the facility response options to consider are 'How to use existing Council facilities better?' and 'How to use non-Council facilities?'

Consequently, suggest a future Council response mechanism could be, when appropriate and <u>before advancing a facility development feasibility process</u>, that Council first assigns a budget to a Community Development Advisor for say a year to seek to meet community need (thorough smart hire subsidy as required) by utilising Council and non-Council facilities in the target community - to first see whether with subsidy support that this facility need can be largely met.

This may sound obvious. However what can tend to happen is Council staff are asked to encourage use of other facilities, but there is no budget assigned to assist doing so, and sometimes subsidy funding is either needed to make it attractive to the facility owner or to make affordable for the user. Of course any budget must be sensibly and sparingly applied, but facility brokerage usually requires a mix of empowered resource being assigned to identify and match venues with potential uses, some juggling of existing programmes (by facilities and existing users), and often some financial incentive (for the facility owner) and/or subsidy (for the user in need) to make transitions attractive and easier.

16.0 A Summary of Recommended Planning Theory & Directions

Building on the work throughout this report to date, below is a slide summary of the recommended planning theory and the (consequent) suggested directions and processes.

UNDERPINNING PLANNING THEORY AND PRACTICE - WHAT THIS MEANS?
PLANNING THEORY AND SUGGESTED DIRECTIONS
Quality Placemaking
Long-Term Aspiration of 20-Minute Neighbourhoods
Importance of Sustainable Design Principles
Consider community facility planning by 'area' <u>and</u> 'by facility/service type'
Principal Communities of Interest' and/or 20-minute neighbourhoods as a future basis for considering future levels of service for community facilities
Integrated and holistic community facility planning with robust and consistent processes. This means:
• Ensure vertical and horizontal integration between goals and objectives, values, guiding principles, policies, and processes for all community facility planning

UNDERPINNING PLANNING THEORY AND PRACTICE - WHAT THIS MEANS?
PLANNING THEORY AND SUGGESTED DIRECTIONS
• Consider facility co-location to assist improved community outcomes plus more achievable and operationally sustainable outcomes
• Apply a consistent Community Facility Planning Flow Chart to all types of community facilities
• Use carefully designed facility assessment scoring to help facility prioritisation processes (when appropriate)
• A staffed community facility for the enhanced outcomes where it can be achieved (by co-located services and reception staffing enabled by other/joint operating budgets) is always the preferred solution to an unstaffed community facility

PART B - SPECIFIC FACILITY RECOMMENDATIONS

17.0 Needs Review and Facility Development Process for Awapuni Library/Community Hub

17.1 The Consultation Process

As described at the workshop with Councillors on 3 November 2023, the specific engagement with the Awapuni community and stakeholders is summarised in the slide below.

Engagement - Awapuni

Who we engaged with
- Drop in session held at Awapuni Community Centre
- Library user group sessions x 2
- 5 one-on-one meetings with community leaders and key stakeholders

What we heard
- Strong community support – staff are knowledgeable, caring, welcoming
- Areas for community activities to complement existing provision in the neighbourhood
- Need library to be bigger, larger collections, meeting rooms for privacy, safe space for early teens and tweens, study areas
- Functional staff workspace

"The Library is a drop-in centre – at existing community facilities we can't get a booking six months out"

"The Library is the centre of community well-being ."

Further detailed feedback from Awapuni Library users is also included in Appendix 4 of the supplementary Library report.

17.2 Needs Review, and Strategy & Facility Development Process Overview

Current Situation

The current library is in the Awapuni shopping centre in rented premises. It was closed for some months recently because of significant moisture issues and has had some refurbishment during closure. The library is very small, only 101.5m2.

The 2023 population catchment for the Awapuni Community Library Hub is estimated at about 19,000.

Strategy for Library Network Development

Given the current and projected city growth, a strategy is proposed which will result in a Central Library, incorporating both Youth Space and Blueprint, and two larger community library hubs – one in the northeast (most likely in the Roslyn area) *and the other in the southwest at Awapuni. These larger library hubs will be able to serve a wider catchment than currently and provide a greater range of services and spaces that will add resilience to the network and reduce the pressure on the Central Library.*

For further detail please see the supplementary Library report.

17.3   Recommendation to Meet Community Need

A new community library hub of 1,500m2 is proposed and a detailed spatial brief for this is provided in Appendix 2 of the supplementary Library report.

The specific size recommended for the Awapuni Community Library also directly corresponds to the People Places calculator, a recognised guide for facility size based on catchment population, collection size, and the type of services & core functions that the proposed library building will include – see table below.

FACILITY SIZE FOR PROPOSED AWAPUNI LIBRARY	
People Places Calculator Assessment (m2)	Proposed Core Design (m2)
1,494	1,500

The proposed site for the new community library is on land owned by St Mark's Church on College Street, on the opposite side of the road from the current library. This site is about 200m away from the existing Awapuni Community Centre, with the opportunity to improve pedestrian connections between the two sites.

### Benefits of a New Community Library Based on About 1,500m2 in the South-East/ Awapuni

The benefits of a new and larger community library hub in Awapuni are:
- *Increased resilience for the whole library network, and provision of this 1,500m2 library will provide essential library space to assist the transition during the required earthquake strengthening of the Central Library by 2033*
- *Increased ability to cater for a much wider catchment of users*
- A larger collection of library materials to support literacy and the enjoyment of reading for learning and pleasure
- Space for people-based activities and programmes not currently possible in the existing small library
- *Improved, complementary community space in an area which is short of such space*
- *To be a local service centre in a civic emergency* (by a proposed build of a laminated timber structure effectively designing to a IL3 building standard, plus by also ensuring the functional design and services can enable the community areas of the centre to be readily used as a community service centre in a civic emergency)
- With a revised location at the St Mark's site this development provides the opportunity for short, medium, and long-term *quality placemaking for this Awapuni retail/community area and to also foster a real sense of place and identity*
- A Council-owned and staffed facility which provides a neutral space which is staffed with trained professionals to provide a base for a much-expanded range of activities and services.

17.4   Timing Implications

There are major seismic related issues with the Central Library building and remediation or rebuild is needed by 2033. The Central Library is likely to be closed for a period of up to three years while reconstruction happens, and a temporary location will need to be found.

If the new larger Awapuni Community Library Hub is operational by the time the Central Library closes, this will help support the needs of city users while the backbone of the library service is in relocated premises. Given that any relocated premises are likely to be smaller and with diminished functionality than the current Central Library building, it would limit the impact to users across the city if Awapuni was operational.

Therefore capital cost estimates include escalation impacts if the construction build was to start in either Q4 2026 (Y3 of the new LTP) or in Q4 2027 (Y4).

17.5   Design and Capital Cost Estimate

Indicative Concept Design

Working closely with PNCC's Library team, BOON Team Architects have prepared an indicative concept design for this facility, foremost to then be able to inform a preliminary capital cost estimate.

Below is the proposed site plan an external visual, and an indicative floor plan programme/allocation of spaces.

Please see the accompanying design pack.

Proposed Site Plan

External Visual (note, building front running parallel with College Street)

Indicative Floor Plan Programme
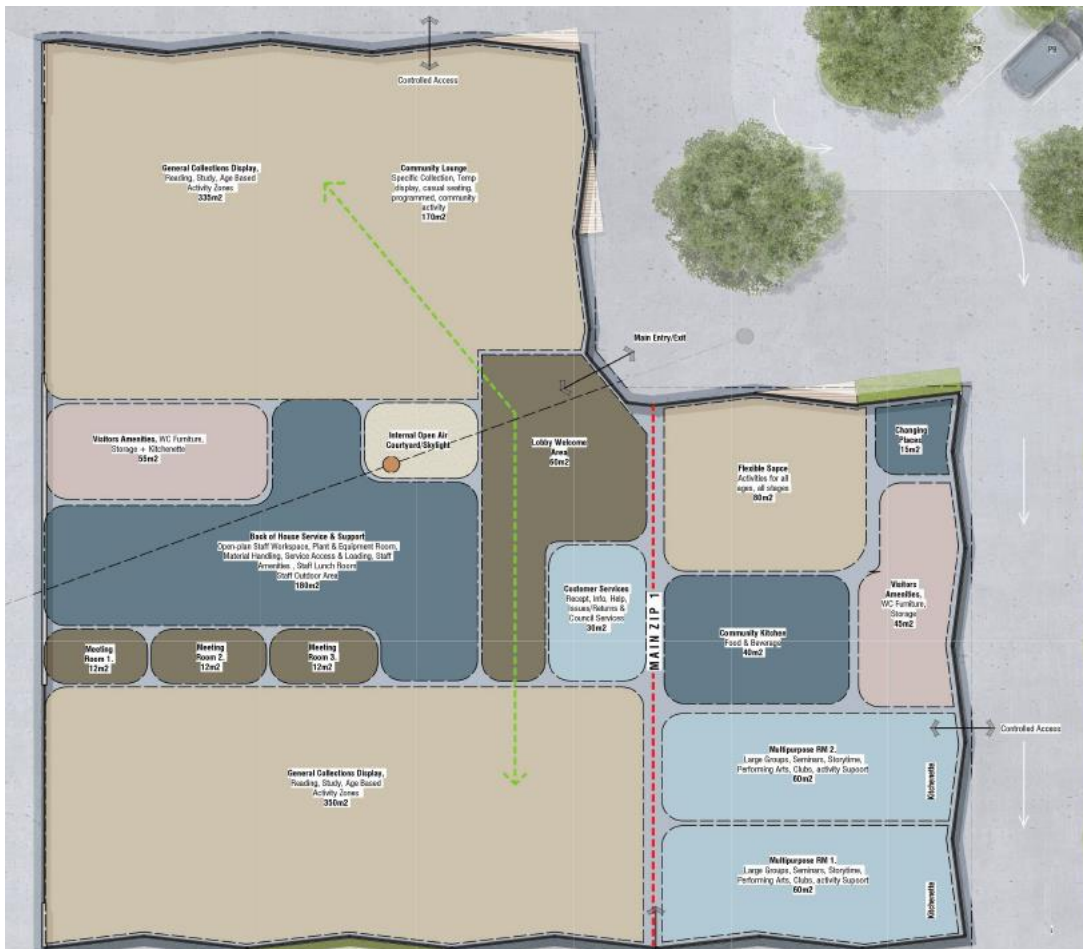
Preliminary Capital Cost Estimate

(Source: Rawlinsons Quantity Surveyors, November 2023)

This project estimate has been prepared in three sections – Enabling works, being demolition of existing structures and surfacing; construction of the new buildings on the site; and landscaping/siteworks. The estimates have been priced as at Q42023, then escalated to Q42026 & Q42027.

The summary cost estimate is provided below. The total cost at today's prices is approximately $25 million, which at this stage of design includes a 10% estimating contingency and a 10% project contingency. Note all figures are GST exclusive.

Item	Description	Total ($)
1	Enabling Works	$365,741
2	Construction Works	$11,001,435
3	Siteworks / Landscaping	$1,626,059
4	**Construction Subtotal**	**$12,993,235**
5	Preliminary & General Costs	$1,559,188
6	Main Contractors Margin	$1,164,194
7	Estimating Contingency	$1,571,662
8	Professional Fees	$3,111,890
9	Consents	$306,003
10	Project Contingency	$2,070,617
11	ESD & Cultural Narrative	$1,138,839
12	FF&E & IT Provision	$1,000,000
13	**Project Subtotal at 4Q2023**	**$24,915,628**
14	Escalation to 4th Quarter 2026	$2,416,816
15	Additional Escalation to 4th Quarter 2027	$902,556
16	**TOTAL PROJECT COST**	**$28,235,000**

This estimate also includes the following allowances:
a) Structural works including footings and laminated timber structure
b) New services to new areas and services make good to existing areas
c) Based around similar build in Rototuna, Hamilton
d) **$250,000 has been allowed for traffic calming works to College Street**
e) All building to structurally operate as IL3, however only 40% to be powered by a plug-in generator
f) **ESD and Cultural narrative costs are allowed as 5% of the total project cost.**

For full detail please see the supporting document, Awapuni Library Masterplanning Capital Cost Estimate, 6 November 2023, by Rawlinsons Quantity Surveyors.

17.6 Future Facility Management Considerations

As discussed in the Community Centre Facility Management section, it is suggested the ongoing role of Community Centre Committees should be reviewed on a phased basis, and in this section it was also discussed that facility changes can be a logical time to make changes.

Once the new Awapuni Library/Community Hub is in place suggest it makes real sense to jointly manage both the new Awapuni Library/Community Hub and the existing Awapuni Community Centre, to ensure the facilities and services provided at both sites are optimised.

Furthermore, with a permanent staff based at the Awapuni Library/Community Hub, and to retain ongoing community input to the provision of services at both centres, suggest shift the role of a community committee to be one of an advisory rather than a management committee. As also stated in the Facility Management section, as part of this change it is also important to ensure processes are in place to ensure different ages, ethnicities, and types of users all have an opportunity for input.

17.7 Future of Current Awapuni Community Centre

It is also noted that the current Awapuni Community Centre is 67 years old with some corresponding asset deterioration, and it may be sensible to discontinue this Centre due to facility age and required maintenance costs in say about 15 years' time. Again the proposed 1,500m2 Awapuni Library/Community Hub should then mean only a smaller service area and amenity is needed to directly support Awapuni Park users including tennis, playgroup, and the community garden.

17.8   A Possible Approach

To meet the future needs of the city's Library network a 1,500 m2 community library hub is needed in the south-west at Awapuni to cater for a 20,000+ and growing population catchment.

Furthermore, for the effective functioning of city-wide library services it is very important this new larger Awapuni Community Library Hub is open suggest a minimum of one year in advance of the Central Library closing, and the build of the Awapuni Library Hub needs to start two years in advance of that.

Consequently, the timing of the Central Library remediation or rebuild impacts on the latest possible date for the opening of the Awapuni Community Library Hub – for example, closing the Central Library in Q4 2030 means one needs to get construction of the Awapuni Library underway in Q4 2027, or closing the Central Library in Q4 2031 a construction start for Awapuni Library in Q4 2028.

The <u>following</u> first three-year LTP cycle is for the period FY2027/28 to FY2029/30. A possible approach could be to commission the detailed design and achieve resource consent for the Awapuni Community Library in this next three-year LTP period (i.e., FY2024/25 to FY2026/27) so one is then ready to move when the timing and solution for the Central Library is known i.e., final timing and approval of construction funds would occur as part of the following LTP, not this one.

Furthermore, another advantage of this approach is, should future Government funding similar to the past Provincial Growth Fund become available, Council would have a 'shovel-ready' project which would be eligible for this type of funding. Please note, approximately about 70% of the professional fees or about $2 million would be required to take the Awapuni Library through to the end of detailed design with a resource consent.

17.9   Overall Recommendations

5. ***Develop a 1,500m2 SW Library Hub at Awapuni which will also assist quality placemaking for Awapuni and achieve an IL3 local service centre in a civic emergency***
6. ***Complete design early (Y1) so shovel-ready*** to take advantage of any central government funding
7. Unless early central government funding, build start either Y4 (Q4 2027) or Y5 (Q4 2028) so ready in advance of Central Library shutdown
8. Once the new Awapuni Library/Community Hub is in place suggest it makes real sense to jointly manage both the new Awapuni Library/Community Hub and the existing Awapuni Community Centre, to ensure the facilities and services provided at both sites are optimised. Furthermore, with a permanent staff based at the Awapuni Library/Community Hub, and to retain ongoing community input to the provision of services at both centres, suggest shift the role of a community committee to be one of an advisory rather than a management committee. As also stated in the Facility Management section, as part of this change it is also important to ensure processes are in place to ensure different ages, ethnicities, and types of users all have an opportunity for input.

18.0 Needs Review and Facility Development Process for Te Pātikitiki/Highbury Library and Community Centre

18.1 The Consultation Process

As described at the workshop with Councillors on 3 November 2023, the specific engagement with the Te Pātikitiki/Highbury community and stakeholders is summarised in the slide below.

Engagement - Te Pātikitiki / Highbury

"I like the independence and neutrality of the library"

"Library users feel ownership of the library"

Who we engaged with

- Te Pātikitiki Library user group sessions x2
- 10 one-on-one meetings with community leaders and key stakeholders

What we heard

- Preference that library / additional community spaces remain at current location
- Need for flexible community spaces, which can be used after hours
- Desire for spaces to facilitate recreation, gathering, connection, enterprise, and education
- Kitchen facilities valued by community
- Intergenerational activities valued
- Library seen as a safe place and valued by the community

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18.2 Needs Review, and Strategy & Facility Development Process Overview

Current Situation

Te Pātikitiki Community Library is in Monrad Park at the southern end of the car park that also serves the adjacent Highbury Whanau Centre and Monrad Intermediate School. The building is 170m2 and of wooden construction, sitting on piles with a small veranda providing shelter to the public entrance.

The area is multicultural with large Māori and Pacifica populations. More recently the area has become home to a larger group of Asian peoples and caters for a 2023 population catchment of about 11,000.

Further background regarding the community and population catchment detail is provided in the supplementary Library report.

Asset Condition Report

Below is part of the building's asset condition report. Built in 1980 it is 43 years old and has an average condition grade of 2.29, with the dominant asset condition rating C2 (good) and then C3 (moderate). Consequently, if to extend the building, some refurbishment work to the existing building would be required.

Strategy Development

The overall library network strategy recommended retaining a Highbury-based library as a satellite library.

As per the engagement summary earlier, stakeholders had previously identified and reaffirmed a shortfall in community spaces that can be used for a variety of purposes, both booked and casual, and also both during the day and after hours. The Highbury Whanau Centre originally had space that groups could book and use, but its own operation as an alternative education centre uses most of its spaces most of the time.

Discussions with stakeholders during the months of August and September 2023 explored several facility options, including relocating the library to the shopping centre to achieve wider placemaking outcomes. However, the preferred option (from a current need, neutral location, and capital cost perspective) was to retain the existing building and provide an extension that caters for community activities and meetings.

18.3   Recommendation to Meet Current Community Need

A redeveloped community library hub with a total area of 435m2 is proposed. The additional 265m2 will provide for community meeting space and related facilities of 156m2; and 109m2 of space for a digital hub, staffroom, co-worker space, and kaumatua lounge. A detailed spatial brief for this is provided in Appendix 3 of the supplementary Library report.

The specific size recommended for the Te Pātikitiki Library also directly corresponds to the People Places calculator, a recognised guide for facility size based on catchment population, collection size, and the type of services & core functions that the proposed library building will include – see table below.

| FACILITY SIZE FOR PROPOSED TE PĀTIKITIKI LIBRARY ||
People Places Calculator Assessment (m2)	Proposed Core Design (m2)
496	435

18.4   Timing Implications

As reinforced by the recent community engagement as part of this Study, the lack of available neutral, safe, and flexible community spaces in Highbury is real.

As previously discussed in the National and International Learnings section, when considering levels of provision, community centres/libraries in areas of higher social deprivation have (on a catchment size basis) a consequent higher relative need for an increased level of shared, safe areas - the need for these community centres to very much be a 'community lounge' - a place of connection, support, and safety.

The availability of spaces for general community use at the Highbury Whanau Centre will not improve, and due to the successful operation of this organisation, potentially diminish. Furthermore the current Te Pātikitiki Library potential meeting room areas are not separated from the wider operation of the library so are not private nor suitable for discrete activities.

Consequently, to respond to this current community need, capital cost estimates include escalation impacts if the build was to start in Q4 2025.

18.5 Design and Capital Cost Estimate

Indicative Concept Design

Working closely with PNCC's Library team, BOON Team Architects have prepared a concept design for this expanded facility, which also includes the option of future master planning and landscaping to provide a community garden and a range of play spaces.

Below is shown a site plan with the initial 1a landscaping (purple dash line) and then the full landscaping (orange dash line); floor plan showing the existing building on the right and new addition on the right; and an external visual with all landscaping and future play/garden areas completed.

Please see the accompanying design pack for further detail.

Site Plan, with Landscaping Area 1b within purple line boundary

Floor Plan Showing Expanded Area (left half of building)
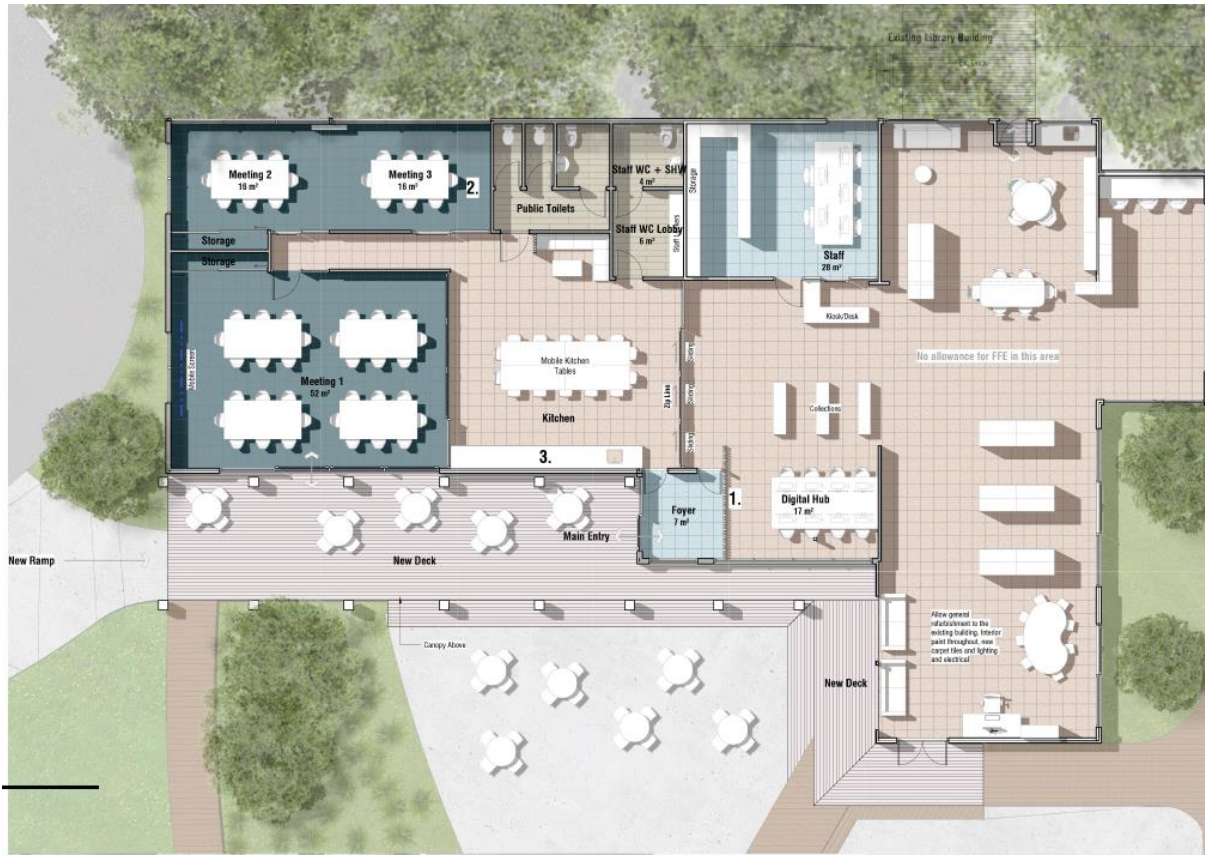
External Visual with Full 1b Landscaping

Concept Design Capital Cost Estimate

(Source: Rawlinsons Quantity Surveyors, November 2023)

This project has been estimated in four sections:

1. Addition and alteration to the Library building
2. Upgrading works to the existing Library building
3. Landscaping to the area immediately adjacent to the building
4. Landscaping to the balance of the project area to provide for a future community garden and a range of play spaces.

The first three elements are regarded as the 'Core Project', with a total cost of $3.475 million based on a build start in Q4 2025 and a project contingency of 15%. Also note about 21% of this Core Project Cost is refurbishment work to the existing building. All figures are GST exclusive.

Item	Description	Total ($)
1	Library Addition and Alteration including contingency & escalation	$2,599,000
2	Existing Library Upgrading including contingency & escalation	$717,000
3	Landscaping area 1a including contingency & escalation	$159,000
	Core Project Total	**$3,475,000**
4	Landscaping area 1b including contingency & escalation	$2,086,000
	Project Total	**$5,561,000**

This estimate includes allowances for the following:

a) Solar panels to the new area roof
b) Refurbishment and make good to finishes in existing areas
c) Current estimates assume separate build stages and it is not anticipated any significant cost change if they were carried out as a single project
d) Completion of these works is anticipated to extend the life and utility of the existing facility by up to 35 years
e) The estimate includes many ESD items as standard within the rates, including LED lighting, low VOC finishes, air source heat pump providing heat and hot water, low flow plumbing fittings, thermally broken double glazed windows, rainwater harvesting, endemic and native planting, etc
f) Some cultural narratives costs are included within finishes and signage rates. There is also a sum for additional ESD items and cultural narratives
g) For the new building area there is a provision of loose furniture of $88,600 (before escalation).

18.6 Overall Recommendations

4. ***What is needed is the Stage 1A Library expansion at $3.45 million*** (if build starts Q4 2025) – this is the Core/ 'Must-Do' Project to meet community need. ***Note 20% of this cost addresses refurbishment costs of the existing building***

5. Recommend this Core Project occur in either Y2 or Y3 of the LTP i.e., desirably build start Q4 2025 or Q4 2026

6. Suggest community gardens/play areas/landscaping and scale of revisited say in Y6 (2029/30) – at this time desirable, not essential.

19.0 Needs Review and Facility Development Process for Pasifika Hub

19.1 The Consultation Process

As described at the workshop with Councillors on 3 November 2023, the specific engagement with the Pasifika community and stakeholders is summarised in the slide below.

Engagement - Pasifika

Who we engaged with

- Various discussions with PPCT, Niuvaka, Pasifika Reference Group – one-on-one and as a group
- 2 x public forums held at Pasifika Centre – 60 attendees, 50+ survey responses
- Met with Kia Toa Rugby Club

What we heard

- Primary need is for larger gathering space/s for gatherings and activities, including education and enterprise
- Community identify strongly with current location, but facility does not currently reflect community identity
- Kitchen / cooking facilities are important
- Aspirations for a larger Fale in the longer term, presents a range of opportunities for wider wellbeing outcomes

"Having a Pasifika hub is significantly important to the wellbeing and successes of our Pasifika community."

"Our Pasifika community have grown in the last 20 years, but the facility is the same."

19.2 Needs Review, and Strategy & Facility Development Process Overview

A large amount of information was collated and considered as part of this project. For this full information see the supplementary paper, Pasifika Hub Review and Facility Development Directions.

However, the Summary of Key Information and Findings documented at the back of this supplementary paper are duplicated below in full.

About Current Fale in New Zealand

The Hamilton and Auckland fales are foremost home for ceremonies and (larger) community functions with capacity for 250 people and in Hamilton's case up to 600 people. They are also a place for dialogue, and for teaching and learning about the islands of the Pacific.

There is also the opportunity to cluster and co-locate with a fale other services such as early childhood education; other education, health, government, community, and business services; and also potentially business office and incubator spaces.

Growth of Pasifika Community and for Papaioea Pasifika Community Trust Services, and the Consequent Severe Capacity Limitations of the Current Pasifika Community Centre

The Pasifika population in Palmerston North and the region continues to grow; and as a result demand for PPCT services during and post-Covid has increased and has also seen a substantive increase in PPCT's annual revenue and also a growth in its numbers of staff and volunteers.

This growth has in turn highlighted the very real capacity limitations at the Pasifika Community Centre, including a limitation on the scope and range of activities able to be provided; health and safety risks for employees and users due to spatial limitations; and a negative impact on the quality of current services and the user experience due to noise, overcrowding, lack of storage, a lack of discrete activity spaces, inadequate kitchen facilities and simply inadequate floor area to cater for larger groups, etc.

About the Niuvaka Trust and Future Considerations, including Interrelationship with PPCT and the Pasifika Community Centre

The Niuvaka Trust has been formed relatively recently, and both the Niuvaka Trust and PPCT have very similar organisation Visions (i.e., essentially: an empowered, resilient, and thriving/flourishing Pasifika community). Also both have similar stated areas of focus including language and culture, health, education, enterprise, and engagement/connected communities, with obviously different strategy emphasis. Niuvaka's catchment is clearly stated to be for the Manawatū and Horowhenua areas.

Niuvaka grew rapidly to respond to the real social and community needs during COVID and received substantive MSD funding to deliver services during this period. Obviously, this level of MSD funding has now considerably reduced, requiring Niuvaka to pivot and consider other sources of earned income and grant funding. Areas being considered include expanded and/or new roles in social, housing, and health services; and a base strategy of investing in data and research to be a platform for innovation and to be a 'go-to' for government and other agencies for these data and research services.

It was noted that Niuvaka is currently incurring annual lease costs of about $50,000 (GST exclusive). As part of the Pasifika Hub facility development discussions, it was also sensible to engage with both PPCT and Niuvaka, and to also consider whether co-location of both organisations' services at some stage in the future made sense. As with any facility provision, one must also consider what providers will use and provide services at venues, and to also consider the operational sustainability of at least principal providers.

Pasifika Community Centre – Location and Building

The current Pasifika Community Centre is one of Council's nine community centres; was built in 1977 and is 46 years old; and has an average condition grade of 1.19 i.e., the dominant Asset Condition Grade is C1, Very Good. Furthermore, on looking at the current building configuration, structure, and site interrelationships, an expanded facility option made good sense. Council staff advised the floor area of this side of the building as 324m2 (of a greater building of 620m2).

The Relationship of PPCT and the Pasifika Community Centre with Kia Toa RFC

Kia Toa Rugby Football Club is the current principal sports club based at Bill Brown Park with aspirations to develop a clubroom lounge facility. As part of this Study, SGL and PNCC staff met with representatives from Kia Toa, and on a without prejudice basis explored how a future clubrooms could be potentially located on a first floor above the current amenity block and overlooking the grass fields (and in particular say a relocated Number 1 grass field could then run W-E and where the netball courts are currently located).

There had been some past co-user tensions between PPCT and Kia Toa, mainly with regard to the use of alcohol on the site, but on discussion with PPCT and Niuvaka, all agreed that Kia Toa's adjacent presence was a good fit with the wider community hub, cultural, recreation, education, and health positioning of the Pasifika Community Centre.

Understanding that Kai Toa's potential future needs and aspirations could be met in the manner described above, and following the development of possible spatial options to meet the needs of the Pasifika community, the consultant team were comfortable future needs could be potentially met on site without the proposed developments compromising either parties' aspirations. As the Study focus was on meeting the needs of the Pasifika community, further spatial options for Kai Toa were not explored at this time.

Pasifika Community Centre – Current and Projected Future Utilisation and Need

As per the community centres section earlier in this report, the relative level of utilisation of only two of Council's network of community centres is considered 'High', i.e., the Palmerston North Leisure Centre and the Pasifika Community Centre. Note by High mean an estimated average weekly use of about 50 hours or higher.

As demonstrated by the detailed table summaries in the supplementary report:

- Average weekly use of the main hall was detailed and estimated to be about 51.5 hours per week or 588 visits per week
- For the month of October 2023, total estimated use of the main hall (and not including food services nor the separate use of the meeting rooms) was estimated to be 302.5 hours per month (which based on 4.43 weeks in October equates to about 68 hours per week), and total monthly visits of 3,740 (cf 3,740/4.43 weeks = 844 visits per week). Note both these numbers are higher than the weekly estimates which helped to confirm the weekly use should be a considered a fair base position regarding the level of utilisation
- Furthermore, both PPCT and Niuvaka staff members were asked to estimate the number of Pasifika activities of 250 people+ that are currently, or with a larger activity area, would occur at the Centre. In turn, 40 events per annum of 250 people and above were identified from the Cook Island, Fijian, Samoan, and Tongan communities.

Last but not least, PPCT and the Pasifika Community Centre is the base for several food, education, health, and social services, with a demand to increase the provision of these services, possibly co-located with Niuvaka Trust in the future but that is to be further considered at a later time by all parties.

However what was very clear was the immediate and overdue need for expanded activity space which could also become discrete and separate operable spaces when needed, with improved kitchen and storage facilities and also the provision of some improved administration and office area.

SGL Commentary – A Discussion re Short-Term Vs Long-Term Facility Needs
As part of discussions SGL tested 'Was the current Pasifika Community Centre located in the right area for future consolidation and expansion of services?'

PPCT was adamant it was saying passionately, "Bill Brown Park was to the Pasifika community as The Square was to Palmerston North". Niuvaka Trust also supported PPCT's view, but there was wider stakeholder feedback if to develop a fale in the future, what should be its positioning and purpose? For example, should a fale be a regional event facility with a future primary co-locational emphasis on arts and culture, education, and enterprise rather than social and health services, and did this then suggest a central city location?

From discussion with PNCC staff, SGL was advised there is currently no overarching Pasifika strategy for the region. SGL suggests such a strategy would help inform the future positioning, strategic, and demand case for a fale and the corresponding critical site (by area and location) and functional requirements.

However the immediate need for an expanded Pasifika Community Centre to meet expanded activity and services requirements was very clear. Therefore SGL considered how these immediate facility needs could be met by a phased expanded facility; and also from a master planning perspective at this time only considered how a fale could be co-located at this site, should this case be validated at a later time.

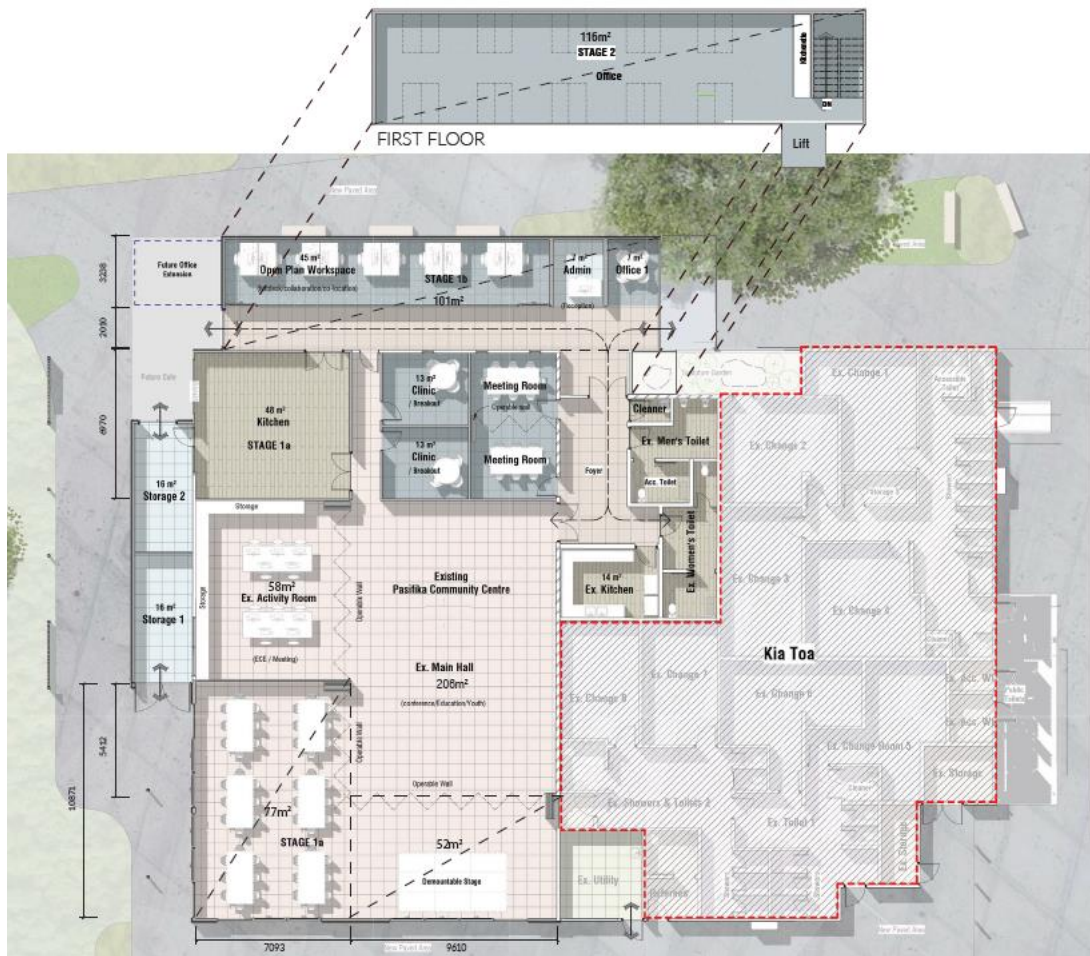## 19.3   Design and Capital Cost Estimate

Working closely with PNCC's Community Development team, PPCT, and the Niuvaka Trust, BOON Team Architects have prepared a concept design for this expanded facility, which also includes the option of a future Stage 2, which is additional upstairs office space.

Below is the initial staging plan ('Core Project' = 1a and 1b) together with the existing facility; a floor plan showing the 'Core Project' (Stages 1a and 1b) and a possible later Stage 2 Option (upstairs offices); an external visual; and a spatial option for a future fale. Please see the accompanying design pack for further detail.

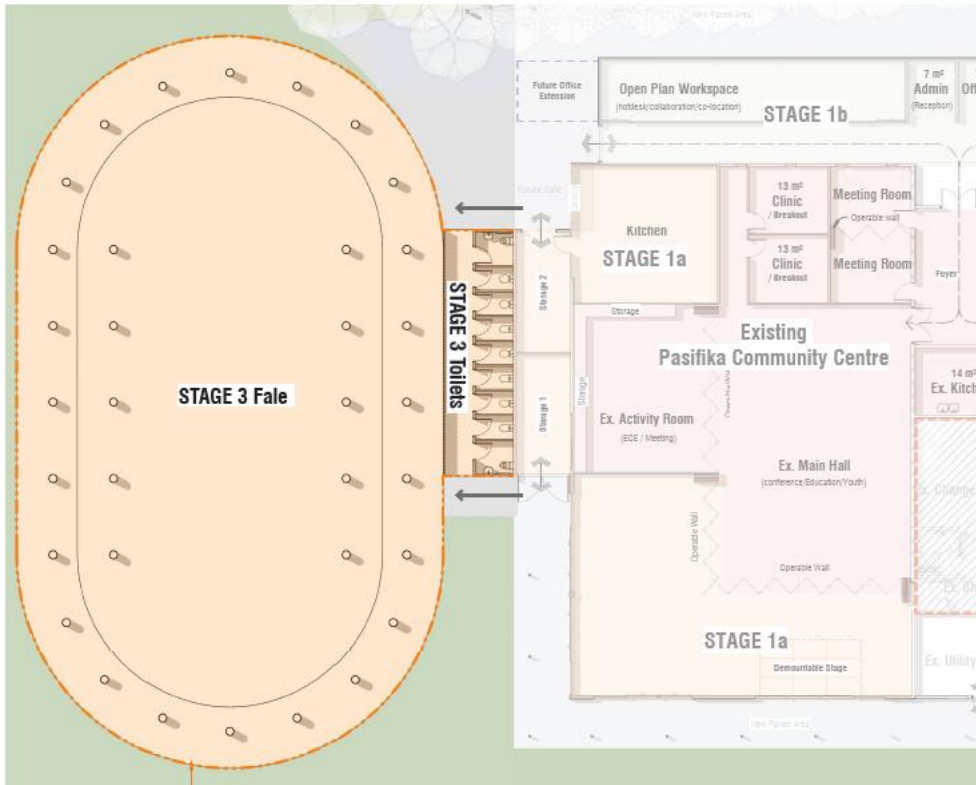*Initial Staging Plan ('Core Project' = 1a and 1b)*
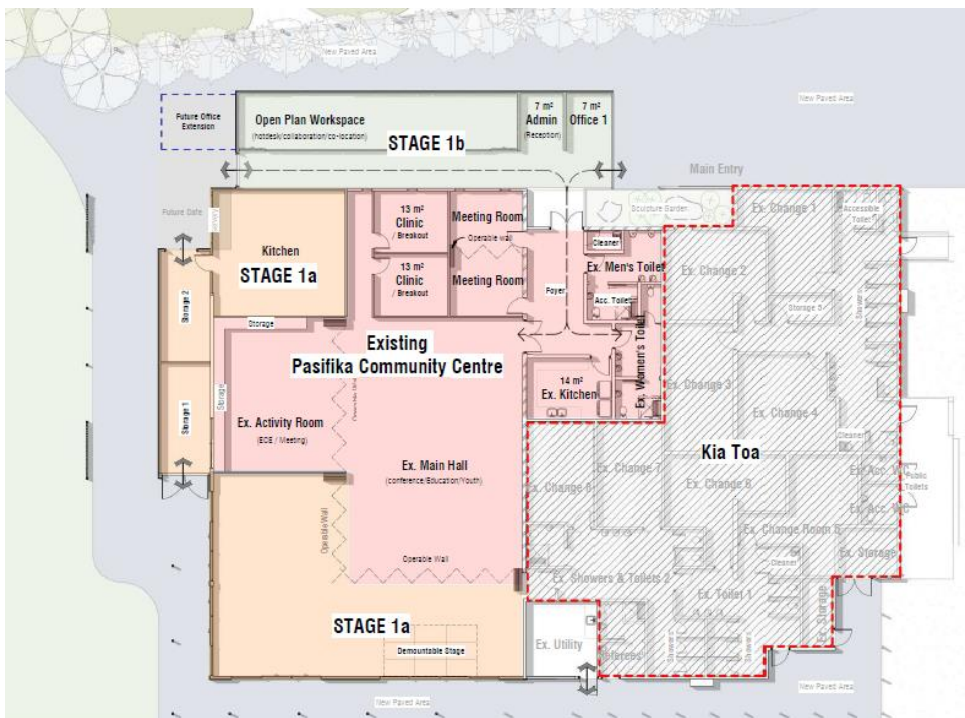
Floor Plan Showing 'Core Project' (Stages 1a and 1b) and possible later Stage 2 Option (upstairs offices)

External Visual (note as part of 'Core Project' limited landscaping only but provision for improved building facade)

Spatial Option of Future Fale

Concept Design Capital Cost Estimate
(Source: Rawlinsons Quantity Surveyors, November 2023)

This project is made up of 3 stages. Stage 1A includes alterations to the existing hall area to form the new community centre, refurbishment of the remaining existing WC's / kitchen, and extension of the main building. Stage 1B includes a further extension to the building to form new office spaces. Stage 2 includes a 2nd storey to the office space in 1B.

The first two elements are regarded as the 'Core Project', with a total cost of $3.799 million based on a build start in Q4 2025 and a project contingency of 15%. All figures are GST exclusive.

Please note: Stage 2, the upstairs office space, is not considered needed at this time, with design provision for this option considered only. Also, with the potential availability of surplus space for community purposes at favourable hire rates at Massey University suggest the need for this space may not be required at all in the medium term.

Item	Description	Total ($)
1	Stage 1A including contingency & escalation	$2,897,426
2	Stage 1B including contingency & escalation	$901,946
	Total Stage 1A and B	**$3,799,372**
3	Stage 2 including contingency & escalation	$1,340,133
	Total All Stages	**$5,139,505**

This estimate includes allowances for the following:
   a) Structural works including footings and structural steel
   b) New services to new areas and services make good to existing areas
   c) Refurbishment and make good to finishes in existing areas
   d) Current estimates assume separate build stages for the above three parts. Stages 1A and 1B are relatively separate, and no significant cost change is anticipated if they were carried out as a single project.
   e) Stage 1A works split is 30% refurbishment and 70% new build
   f) The allowance for Stage 1B allows for some preparatory work for Stage 2. If Stage 2 was never to be undertaken, there is a saving of $113,161 that could be made to stage 1B, reducing this cost to $788,785
   g) Completion of these works is anticipated to extend the life and utility of the existing facility by up to 25 years
   h) The estimate includes many ESD items as standard within the rates, including LED lighting, low Volatile Organic Compound (VOC) finishes, air source heat pump providing heat and hot water, low flow plumbing fittings, thermally broken double glazed windows, rainwater harvesting, endemic and native planting, etc
   i) Some cultural narratives costs are included within finishes and signage rates. There is also a sum for additional ESD items and cultural narratives
   j) There has been no allowance made for loose furniture.

19.4 Future Facility Management Considerations

The Pasifika Community Centre is currently managed by PPCT. Their staffed presence and the dominant facility use of the Centre by the Pasifika community provides a good on-site and day-to-day management solution.

However, looking ahead: Should Niuvaka co-locate, and as Kia Toa RFC is planning to provide its own clubrooms in the future and there is an understood collective intent to better manage the whole expanded facility for the betterment of all, it may be appropriate to consider a Facility Advisory Committee including representatives of the key future tenants, which potentially may be PPCT, Niuvaka, and Kia Toa RFC. In parallel with the implementation of this Advisory Committee, to optimise both Council and PPCT staff time and resource, suggest it may be sensible for Council to directly manage the facility.

19.5 Overall Recommendations

6. ***What is needed is the Stages 1A and 1B Hall expansion with additional kitchen, storage and office area at $3.78 million*** (if build starts Q4 2025) – this is the Core/ 'Must-Do' Project to meet community need. ***Note <u>30%</u> of this cost addresses refurbishment costs of the existing building***

7. ***Recommend this Core Project occur in Y2 of the LTP i.e., that the build starts Q4 2025. The need for these facilities is overdue***

8. Stage 2, the upstairs office space, is not considered needed at this time, with design provision for this option considered only. Please note, there is the option to reduce this core cost by about a further $100,000 if one does not undertake the preparatory work for Stage 2 as part of Stage 1, but one would need to be clear one does not ever wish to add a first-floor office area

9. Suggest the future need and case for a larger fale should be revisited at a later stage - In the first instance complete this Core Project, get it working well, suggest complete an overarching and comprehensive Pasifika strategy for the region, and then revisit the case for a larger fale. Also, at this time given the city's other pressing infrastructure demands, in a staged approach 'Consider Larger Fale' has been positioned in Y9 of the LTP

10. With the expanded facility, suggest the future management of the whole facility should also be reviewed in parallel i.e., it may be sensible for Council to directly manage the whole facility and to implement a Facility Advisory Group comprising representatives of the principal tenants/users.

20.0 Multicultural Hub Needs Assessment and Possible Strategic Responses

20.1 The Consultation Process

As described at the workshop with Councillors on 3 November 2023, the specific engagement with the multicultural community and stakeholders is summarised in the slide below.

Engagement - Multicultural

"A multicultural hub will help address the needs of ethnic communities"

"The hub is a great idea, we are looking forward to seeing it happen"

Who we engaged with

- Attendees to the Manawatū Multicultural Council AGM – approx. 60 people
- Community survey via AGM – captured 27 groups across 33 survey responses
- Met with and surveyed members of the Manawatū Refugee Settlement Forum - 6 groups
- Various discussions with Manawatū Multicultural Council leadership

What we heard

- Accessibility is important– particularly location, parking/transport links – lends to repurposing a current facility
- Demand for gathering space for approx. 250, mostly cultural celebrations
- Top barriers for accessing existing community spaces include availability and cost
- Kitchen facilities important for self-catering gatherings
- Strong interest in spaces for education, meetings, play

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20.2 Needs Review, and Strategy & Facility Development Process Overview

A large amount of information was collated and considered as part of this project. For this full information see the supplementary paper, Multicultural Hub Needs Review and Possible Strategic Responses.

However, the Summary of Key Information and Findings documented in this supplementary paper are duplicated below in full.

Key Information and Findings from the Supplementary Report

Manawatū Multicultural Council

Manawatū Multicultural Council (MMC) is a recognised and established charitable organisation which has been operating within Palmerston North for over 30 years providing an essential point of contact for new migrants, refugees, and newcomers to the City.

The Council operates as a coordinating body for the many different ethnic and cultural groups providing information, activities, and resources to inform re all aspects of New Zealand life and facilitating the forming of social connections. Its current membership is about 54 different ethnic organisations.

It's Mission is to: To celebrate, support, and connect the multicultural communities of Manawatū.

MMC is based at Hancock Community House in Palmerston North's CBD. It currently has a five-year lease until 1 March 2026 with a five-year ROR. The current annual lease cost is $20,936 (GST inclusive) with additional annual lease outgoings of $5,091 (GST inclusive).

Multicultural Hub Survey and Analysis

A survey about the need for a future multicultural hub was undertaken by PNCC staff at the MMC AGM on 25 August 2023.

There were nine questions in the survey, and a total of 33 responses representing 27 different community groups were received.

This survey's key findings were as follows:
- The total projected annual utilisation for a main hall space, which can potentially cater for events up to 250-300+ people, including both small and medium activities (for 10 to 100 people) and large gatherings (for > 100 people) was significant – an estimated 1,823 hours use per annum; and based on a '6-hour' day due to the weekday afterwork and weekend timing of these activities, ***about 304 days per year for this main hall space***
- The total meeting room/s use is projected to be about 363 hours per year or for a 46-week year an average of about 8 hours per week – an average of one meeting for each Monday to Thursday weeknight
- These estimates also project ***an annual total facility visitation from these activities ranging from about 40,000 to 60,000 per annum***, not counting drop-in visitation due to MMC's other services; or based on a 50-week year, about 800 to 1,200 people per week
- The top three barriers to venue access for large gatherings in descending order were the preferred dates were not available (about 50% of respondents), the cost was too high, and coming in third equal ***the venues were not in an accessible location*** and the venues weren't large enough
- In addition to the main hall, the answers to the most important amenities question in descending order were kitchen/cooking facilities (over 50% or respondents), the importance of rooms for meetings and education purposes, and ***the need for a central city location*** and also parking spaces (each about 33%).

It's noted some groups expressed a desire to potentially cater for events over 350+ people. Any facility solution should aim to cater for the majority of activity demand, however, a city of 100,000 can only afford to a have a restricted number of venues able to cater for 350+ people.

From the survey and analysis of demand, the core facility components also became clear, with the key elements being:
- Main hall able to cater for gatherings of about 250 – 300 people
- Community commercial kitchen
- A central/CBD location with sufficient parking
- Classroom and meetings rooms
- Reception, office, admin servicing, and storage areas
- Accessible and adequate ablutions (principally toilets given the regular scale if event activity).

The other obvious question is, 'Can this need be met from other existing venues?'

From discussion with Palmy Venues, there is currently limited spare capacity at Palmy Venues' facilities to meet the needs of the multicultural community. It was noted Palmy Venues' hire prices for community groups were very reasonable. However, many multicultural groups would be seeking to do their own cooking i.e., want access to a kitchen to self-cater and would not want to use a designated commercial caterer.

In turn, SGL and the Council staff team considered other possible responses to address these facility needs.

Findings from the Main Report regarding the Future Community Centre Network and the Implications for a Future Multicultural Hub

The findings of the main report relative to the Multicultural Hub are summarised below.

Learnings from Clayton Community Centre, City of Monash, Melbourne

Clayton was a culturally diverse community catering for a large migrant community. Their community centre development approach was to provide a community centre first, to meet the needs of the whole community and also to achieve whole-of-community integration, not a multicultural hub targeted for migrant communities per se.

Often a project can get a label such as a multicultural hub and one can jump to a perceived end goal that one must have one facility catering for all (or the majority of) migrant nationalities, whereas one needs to be very clear on what is the unmet need and what is the best way an existing and future network of facilities in the community, whether public and/or private, can respond to this need. Also, the needs of growing migrant communities can often change quite quickly over time and facility provision solutions must be sufficiently flexible to cater for their changing needs.

Future Multicultural Hub Solution Needs To Play an Important Central City Community Centre Role

The second fundamental guidance from the main report is the importance of planning facilities and services by area/'place', at a neighbourhood, 'Principal Community of Interest', and City level - not just by facility type.

Consequently, considerable time was spent considering the 'Principal Communities of Interest' for Palmerston North and a robust basis to guide the future level of service for libraries and community centres.

In short summary here, the indicative network plan for libraries and community centres for 'Community of Interest D' (effectively the broader city centre catchment) proposes the future community centres servicing this current 18,000 population catchment are the Palmerston North Leisure Centre and the future 'Multicultural Hub Solution', together with the Central Library.

In other words, the 'Multicultural Hub Solution' has an important community centre role to play for this central city catchment community i.e., as per all community centres and applying the Auckland Council definition, to "Enable people to connect and participate in programmes and activities which are designed to reflect local need and place making. The range of activities can include small one-off events, group activities, regular classes, and other initiatives aimed at increasing wellbeing."

As you read this definition, many of a community centre's purposes totally align with the needs identified for Palmerston North's multicultural communities. Therefore, as stated in this section, it is important the future Multicultural Hub Solution is promoted as one of the city's community centres serving the needs of the people in the central city catchment <u>and</u> to also be tailored to specifically respond to the needs of Palmerston North's diverse ethnic and cultural groups, new migrant, and refugee communities.

20.3 Possible Strategic Responses

As per the guiding principles outlined in the main report, emphasis was placed on optimisation of existing buildings within or adjacent to the CBD, whether Council-owned, community-owned or leased, or non-Council (commercial and Massey University).

Due to the sensitivity of some of this preliminary investigatory work, these full findings are summarised in the confidential section of the supplementary report for the Multicultural Hub.
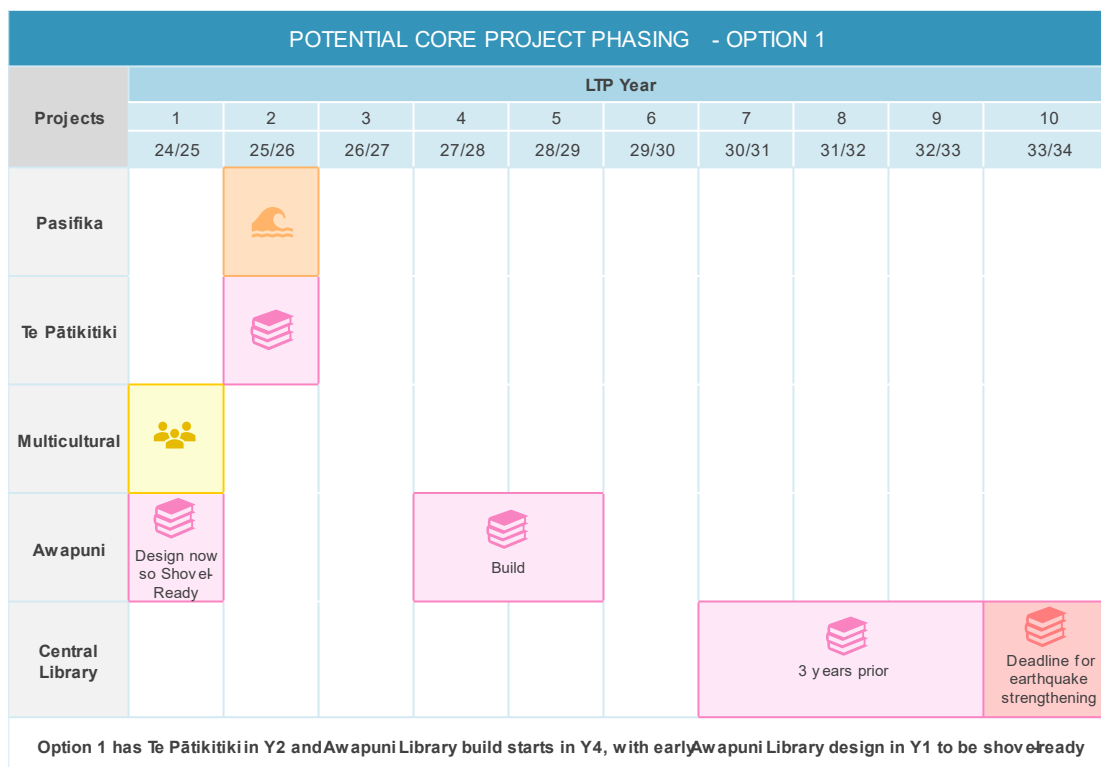
20.4 Overall Recommendations

4. ***There is a validated and real <u>current need</u> to meet the large gatherings and small/medium activity needs of Palmerston North's multicultural community.*** The 'Core Project' is about a 700m2 facility that can provide a main activity hall with a community commercial kitchen, together with supporting classroom and activity/meeting room and office areas. ***The multicultural community has also been very clear it needs to be a central city location***

5. As per the findings of this main report, ***the 'Multicultural Hub Solution' is an important part of the community centre and library network to meet the future needs of the central city catchment***, and to meet the specific needs of Palmerston North's multicultural community

6. ***Suggest a lease solution of an existing building in the city centre should be considered and progressed.*** From specific investigations to date suggest there is currently a very good option worth considering, which would require a total refurbishment cost of up to $900,000 (which may only require an additional net capital contribution of $300,000 by PNCC) and provide a very cost-effective lease option for a minimum period of 10 years, with the option to exit or renew the lease at the end of this period.

21.0 Overall Potential Timing and Phasing of Facility Recommendations

As per the disciplines applied in this research and strategy development process, SGL is very conscious there are finite dollars and that each and every recommendation must be valid and a smart use of scarce resources.

However there are three very real current facility needs requiring responses for the Pasifika, multicultural, and Highbury communities; plus there is a need for a cornerstone library community hub at Awapuni to address the resilience and required library services for the city's library network, which will realistically need to start being built within five years from today.

To assist to consider timing options, SGL has prepared the following four slides to show how possible solutions could be approached, which are consistent with the recommendations of this report.

POTENTIAL CORE PROJECT PHASING - OPTION 1										
Projects	LTP Year									
	1	2	3	4	5	6	7	8	9	10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Pasifika		🏊								
Te Pātikitiki		📚								
Multicultural	👥									
Awapuni	📚 Design now so Shovel-Ready			📚 Build						
Central Library							📚 3 years prior			📚 Deadline for earthquake strengthening

Option 1 has Te Pātikitiki in Y2 and Awapuni Library build starts in Y4, with early Awapuni Library design in Y1 to be shovel-ready

POTENTIAL CORE PROJECT PHASING WITH ESCALATED CAPITAL COSTS   - OPTION 1

Projects	LTP Year									
	1	2	3	4	5	6	7	8	9	10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Pasifika		$3.8M								
Te Pātikitiki		$3.5M								
Multicultural	$0.9M (net PNCC $0.3M)									
Awapuni	$2M for Design			$26.2M for Build						
Central Library							3 years prior			Deadline for earthquake strengthening

POTENTIAL CORE PROJECT PHASING   - OPTION 2

Projects	LTP Year									
	1	2	3	4	5	6	7	8	9	10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Pasifika		⬤								
Te Pātikitiki			⬤							
Multicultural	⬤									
Awapuni					Design and then Build					
Central Library							3 years prior			Deadline for earthquake strengthening

Option 2 moves Te Pātikitiki back one year to Y3 and Awapuni Library back one year to start build Y5. Also no early design of Awapuni Library

POSSIBLE FUTURE STAGING BASED ON OPTION 1 TIMIING FOR CORE PROJECTS

Projects	LTP Year									
	1	2	3	4	5	6	7	8	9	10
	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Pasifika		Expand Hall with Office Area							Consider Larger Fale	
Te Pātikitiki		Stage 1 Expansion				Consider Community Garden/play areas/ landscaping				
Multicultural	Repurpose a leased building space									
Awapuni	Design now so Shovel Ready			SW Library Hub/1,500m2 and Placemaking						
Central Library							3 years prior			Deadline for earthquake strengthening

APPENDICES

1 Interview/Key Meeting Record (principally those involving Steve Bramley)

Organisation/Description	Name and Role	SGL/PNCC Team and Date (2023)
PNCC	Grant Smith (Mayor), Waid Crockett (CEO)	Steve Bramley (SB) by phone – 17 July; SB, AC, SV in person – 10 August Linda Moore (LM) and Sue Sutherland also in attendance for CEO meeting only
Niuvaka Trust	Dana Kunaiti (General Manager), Analena ?	SB, Anton Carter (AC), Salome Faaiuaso (SF), Amy Viles (AV) – 27 July
Rangitāne	Chris Whaiapu	SB, AV – 27 July
		SB, AC, Murali Bhaskar (MB) – 2 August
Papaioea Pasifika Community Trust (PPCT)	Sonny Liuvaie (Chair), Annie Scoon (Operations Manager)	SB, AC, SF, AV – 27 July
Te Mauri o Rangitāne o Manawatu Tanenuiarangi Manawatu Inc	Danielle Harris (CEO); also Materoa Mar (from Te Tihi)	SB, AV – 27 July
Awapuni community leaders	Annette Nixon, David Chapple	SB, AC, AV – 28 July
Highbury Whanau Centre	Peter and Anjali Butler	SB, AC, AV – 28 July
Manawatu Multicultural Centre (MMC)	Nina Kirschbaum (President)	SB, AC, AV, Ahmed Obaid (AO) – 28 July
Site Visits with Architect	Murali Bhaskar (Director, BOON)	SB, AC – 2 August
PPCT and Niuvaka Trust	Sonny Liuvaie, Annie Scoon - PPCT; Dana Kunaiti, Analena, Daniel Lose (Chair), Jenine Scoon (Deputy Chair) – Niuvaka Trust	SB, MB, AC, Stephanie Velvin (SV), SF, AV – 3 August
Legacy Centre	Steve Clark (General Manager), John Faiz	SB, AC, SV, AV – 3 August
Highbury Advisory Group		SB, AC, SV, AV – 3 August
WAIORA	Jodie Matenga-Phillips	SB, AC, SV, AV – 3 August
Internal Staff Team Meeting		SB, AC, SV, AV, AO, SF, Marty Brady (MB) – 3 August
Te Whare Koha	Shabana and Azanina	SB, AC, SV, AV – 10 August
Vision Church	Alex Sinclair, Vanessa	SB, AC, SV, AV – 10 August
PNCC	Bevan Trotman (External Funding and Relationship Manager)	SB, AC, SV – 10 August
PNCC Pasifika Reference Group	Andrew Jamieson (Chair), Courtney Sowman (Deputy Chair)	SB, AC, SF – 11 August
Internal Staff Team Meeting	AC, SV, AV, LM, Todd, Stacey	SB, SS – 11 August
PNCC Governance	Lorna Johnson, Lew Findlay, William Wood	SB, SS, AC - 17 August
PNCC Governance	Kaydee Zabelin, Patrick Handcock	SB, SS, AC - 17 August
PNCC Governance	Orphee Mikalad, Brent Barrett	SB, SS, AC - 17 August
Internal Staff Team Workshop	AC, SV, AV, LM, SF, AO, Martin Brady, Stacey Bell, Clarry Rastrick	SB, SS – 17 August
Pasifika Hub facility planning	Annie Scoon - PPCT; Jenine Scoon, Analena – Niuvaka Trust; Andrew Jamieson, Helen	SB, AC, SF, MB – 23 August
Kia Toa RFC	Kenny Johnson, Ray	SB, AC, SF – 24 August

Organisation/Description	Name and Role	SGL/PNCC Team and Date (2023)
Design Planning	Multiple planning sessions with stakeholders and/or with the relevant Council staff and consultant team members by BOON on concept design development	During September and October
Palmy Venues	John Lynch	SB, AC – 18 October
Massey University	Glenn Bunny	SB, AC, SV – 3 November
PNCC Planning	Julie Macdonald, Anne-Marie Mori, Stacey Solomon	SB, AC – 3 November
PNCC Council Workshop – Content re Consultation and Process		Kerry-Lee Probert, LM, AC,SV, SB

2 Information Review

www.aucklandcouncil.govt.nz/community-facilities-network-plan.pdf
www.knox.vic.gov.au/community-facilities-planning-policy.pdf
HCC Report for Community and Social Development Outcomes – Community Houses – Andy Mannering, 25 March 2021
PNCC Long-Term Plan, 2021- 2031
PNCC Draft Community Wellbeing Strategy – August 2023
PNCC Population and Household Estimates and Projections 2024 - 2054
https://urbandesignlab.in/placemaking-in-urban-design/
https://www.pncc.govt.nz/Community/Venues-for-hire
Community Places Research Report – Community Facilities Stocktake and Needs Assessment – Third Bearing, August 2022
Summary Asset Management Plans and Condition Reports for Community Centres
Public Dashboard (envisio.com)
Social Wellbeing Agency
https://www.planning.vic.gov.au/guides-and-resources/strategies-and-initiatives/20-minute-neighbourhoods
'Growing Palmy'

3   Restrictions

This Report has been prepared solely for the purposes stated herein and should not be relied upon for any other purpose.

In preparing this Report and forming our opinion, we have relied upon the information available to us from public sources and furnished to us by Palmerston North City Council. In turn, we have evaluated that information through analysis, inquiry and review.

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Our Report has been prepared with care and diligence and the statements and opinions in the Report are given in good faith and in the belief on reasonable grounds that such statements and opinions are not false or misleading. No responsibility arising in any way for errors or omissions (including responsibility to any person for negligence) is assumed by us or any of our partners or employees for the preparation of the Report to the extent that such errors or omissions result from our reasonable reliance on information provided by others or assumptions disclosed in the Report or assumptions reasonably taken as implicit.

We reserve the right, but are under no obligation, to revise or amend our Report if any additional information (particularly as regards the assumptions we have relied upon) which exists at the date of our Report but was not drawn to our attention during its preparation, subsequently comes to light.