



Johnsonville Community Strategy 2014-2023

A 20 Point plan to revitalise the greater Johnsonville area over the next decade & prepare for the demands of future growth.



Contents

Executive Summary3

Introduction4

Background.....4

 The Newlands Exemplar:5

 Power and Responsibility: Towards establishing a Mandate.....5

 Community Projects6

Development Process for the Johnsonville Community 10 Year Strategy6

 Surveying6

 Analysis.....7

 Development8

 Implementation.....8

Projects for Johnsonville9

 Mission9

 Top Twenty List9

 Project Management.....9

Acknowledgements.....10

Appendix A: Project List12

 Appendix B: Benefits and Costs Metric15

 Appendix C: Cost Benefit Analysis16

 Appendix D: Structure17

 Appendix E: Timeline.....18

 Appendix F: Framework21

Executive Summary

This document outlines a strategic plan covering the community development of Johnsonville & Raroa over the next ten years.

Residents' associations sometimes struggle to achieve sustainable outcomes for their communities due to a lack of direction, understanding or communication between the community, residents' association and local authorities. What achievements are made often come from agitation and lobbying, rather than *bona fide* community development work.

In developing this Strategic Plan, the JCA has adopted the 'Newlands Model', whereby wide, independent community consultation was employed to identify the key projects of importance to the Johnsonville community. Having been devised, executed, completed and then further refined over 13 years, this successful model for creating and managing community strategies is well accepted across New Zealand, and is delivered in the Wellington Area by Resilience NZ under contract to the Federation of Wellington Progressive and Residents' Associations (FWPRA).

Government, business and funders all demand a high degree of evidence before resources will be directed into a project. With this in mind, the JCA consulted with the Johnsonville community thorough a survey of all the households in Johnsonville and Raroa. The survey forms were delivered, and data received and processed, independently from JCA by specialist commercial operators. The survey results captured residents' suggestions on what they would like to see happen over the next ten years. The survey data was robustly analysed and a 'Top Twenty' list of projects resulted. These projects were then quantified using a cost/benefit metric to ensure they were valid, appropriate and worthwhile.

The Strategic Plan envisages that all the projects are undertaken to a high standard, with the burden spread evenly across many people, and it has a structure that sees four 'Project Champions' assisted by a 'Mentor' oversee the four project portfolios (Built Environment, Services, Recreation/Culture, Strategic). These Project Champions will meet regularly and support the people managing each of the 20 projects (Project Leaders). The JCA Executive Committee will adopt a governance role and will liaise with Volunteer Wellington and funding bodies.

Each project has been developed to follow community development best-practice. This includes a focus on utilising social capital, engaging volunteers, using existing community resources and organisations, adopting a future focus, restoring natural capital and prioritising sustainability. The outcome will be a healthier, more socially active, community whose individuals participate more in local democracy, volunteering outside the home, and take responsibility for shared community outcomes.

Ultimately this venture will enhance the sense of place that Johnsonville residents experience, will improve the JCA's standing within the community, and will instil a sense of pride amongst all the people who live in the area because they – the community – have acted to improve their lot.

Introduction

Before embarking on a ten-year journey, with all the work that this entails, it is beneficial to understand the place of the Johnsonville Community Association Inc. (JCA), both in the community and wider societal contexts, and to have a clear idea as to where we are all headed together.

Johnsonville is a major suburb of Wellington City with a strong community spirit. In addition, Johnsonville is also recognised as a “sub-regional centre” being the largest services hub outside the CBD, with residents of other North Wellington communities visiting daily, many of whom stand to share the benefits of this plan’s success. Consequently, JCA aims to include the input and opinion of neighbouring communities (and their respective residents associations) wherever possible and appropriate.

Purposes and Activities of Residents’ Associations

- Promoting the interest of local people
- Undertaking work to improve or protect community environment
- Promote the interests of a demographic
- Civil society (countering State activities)
- As a platform for political engagement
- Protecting/promoting a sense of place
- Maintaining transparency and accountability
- Providing Community/ local knowledge

This ten-year strategy is a key document which will guide the organisation toward establishing a strong mandate to act for, and on behalf of, the greater Johnsonville community.

Background

The best guess estimate is that there are around 1,500 residents’ associations in this country¹, each with an independent vision and varying levels of skill and resources.

Overall they represent a sector that is well-regarded amongst elected Council representatives who view them as very important to society in general and democracy in particular². One would also expect that the residents themselves feel such groups are important, for there is evidence that in times of need the community will draw together with their local residents’ association³.

Residents’ associations are a mystery to many people. Largely undefined, their purpose in New Zealand society ranges from single issue campaigns (e.g. the Wellingtons Basin Reserve flyover) to focused internal community development; from advocacy to charity.

Because the concept of a residents’ association is so broad and ill-defined, the first challenge for any such group is to create for itself a point of difference. This could be in the form of a set of ideals and values, a brand, a physical presence, community activities, or a mixture of the above.

“We must become bigger than we have been: more courageous, greater in spirit, larger in outlook. We must become members of a new race, overcoming petty prejudice, owing our ultimate allegiance not to nations but to our fellow men within the human community. *Haile Selassie*”

¹ Source: National Residents Association Database www.residents.org.nz.

² MacLeod et al., (2010), *National Survey of Elected Local Government Officials*. Published online at www.councilwatch.org.nz.

³ Hasse, J. C., (2001), *Stakeholder Perceptions Of Tourism Development In Marahau/New Zealand: A Role For Participatory Approaches And GIS*, Thesis, Victoria University of Wellington, Wellington: New Zealand.

The Newlands Exemplar:

In 2001, Newlands Paparangi Progressive Association (NPPA) ran a survey to find out what residents wanted in their area⁴. This formed the basis for the “Newlands Model”, and the foundation for JCA’s strategy template, to help develop Johnsonville into the best possible place to live.

There are many local improvements emerged (at least in part) from Newlands’ first 10 year plan, – including the new skateboard park, several children’s playgrounds, a heritage walkway, bus shelters at all stops where possible, and the \$3M Newlands Community Centre. Considering the relative size of the communities affected, Newlands has achieved enormously, and disproportionately to its size, especially when compared to Johnsonville, which has not fared so well over recent years, despite a larger and strongly growing population, and re-zoning to encourage substantial re-development & future residential intensification.

Power and Responsibility: Towards establishing a Mandate

The constitution of the JCA is broad in its purposes, of which there are three:

- I. To promote, develop and improve the services and facilities for the District’s residents;
- II. To represent the District’s residents’ views to the appropriate authorities, and;
- III. To undertake such social and fundraising activities as the Association may consider desirable.

According to the constitution the JCA has tasked itself with a community development role alongside one of advocacy. Whilst the organisation currently fulfils its constitutional objectives very well, we want to strengthen our current mandate and define it more clearly.

JCA has been very active in recent years representing our community including, at times, adopting positions that are at odds with WCC policy. But, having maintained a level of contact with the community at large on those issues, all have been reassured that JCA is indeed representing the community’s interests faithfully.

However, as the activities and influence of the JCA diversifies over time, establishing and proving that mandate on an ongoing basis (under the ongoing stress of volunteer labour & almost ‘nil’ budget) becomes increasingly difficult. Yet just leaving that mandate “to chance” is not good enough: There is a clear and present danger that – without a *clearly defined* mandate – the JCA might enter into a battle of wills with a government agency or local authority and the community will not rally to support.

The JCA recognises and promotes community engagement. The Community Survey and this 10 year Strategy provide the practical guidance from the community for a more comprehensive promotion of the issues proven to be important to the Johnsonville community.

Having a strategic plan that consists of a number of long-term projects is an excellent way to engage with the community, and maintain the profile of all projects. Such engagement leads to a high level of recognition and appreciation, which in turn provides the JCA with an ongoing and clear mandate from the community.

Community Projects

Projects or activities that engage the community have a number of important benefits:

1. Providing a common vision for like-minded people to come together;
2. Providing a needed facility or service for the common good;
3. Providing an 'excuse' to use networks and contacts, and to bring people and organisations on-board;
4. Creating social capital;
5. Building community resilience.

Each community project should be assessed on the factors above to estimate the level of contribution to community development before any thought is given to cost or resourcing. To enable a strong community development programme to flourish, it is important to start with projects that have a high level of contribution before considering financial or other external implications. This is because community projects depend upon a number of goodwill factors: volunteer time, donations of equipment, people's intellectual property, high levels of social capital, and so on.

Whilst it might be tempting to choose a 'less expensive' project over one that costs a lot of money, it is important to consider that the financially expensive route might also deliver greater community benefits both in the development and execution of the project.

Development Process for the Johnsonville Community 10 Year Strategy

Surveying

The first step in the process was to establish a list of goals and aspirations of the people who live in the community. JCA achieved this by distributing a survey instrument to every household in Johnsonville and Raroa. The survey and its purpose were promoted through school newsletters and extensive community networks, reported in the media and advertised. All Johnsonville residents, businesses and groups were encouraged to complete the survey in order to inform the Johnsonville Community 10 Year Strategy. The survey instrument included a brief outline of the project and reasons to participate along with contact details of JCA if people wanted to seek further information. It asked four questions which remain core to the "Newlands model", and the answer to these four were intended to inform the 10 year Plan;

1. Name up to three things you think should be built in the area
2. Name up to three services you think should be provided in the area
3. What recreational facilities should the greater Johnsonville area have?
4. What else would you like to happen in the area in the next 10 years?

One further question included in the JCA survey was intended to give further direction to JCA's advocacy efforts on behalf of the Johnsonville Community;

5. What would you like JCA to advocate the Council for on your behalf?

Three final questions enquired as to residents' shopping behaviour and preferences, in order to help fill an apparent gap in policy analysis on Johnsonville's commercial development bylaws changes of 2009. These new bylaws had the immediate effect of halting immediate Mall redevelopment plans (which have remained stalled ever since), and extinguishing plans for a new cinema redevelopment entirely. While not intended to form a part of the 10 year strategy *per se*, the answer to these questions were considered essential background data to aspects of the strategy;

6. Approximately how many times did you shop in any of these places during the last month (excluding buying your lunch while at work)?
7. If you can't find what you want in Johnsonville, where is your next preferred shopping destination?
8. Where do you work?

Residents had three weeks to make a submission either by posting the form, dropping it off in a collection box in the Community Centre, scanning and emailing their response, or completing it online.

Analysis

Each suggestion was recorded when it arrived (total 712) and then categorised into broad groups (total 62). A list of these basic projects was provided to a panel of five people, including WCCs most senior ranking local representative, all domiciled within Johnsonville. A raw score was apportioned to each suggestion by multiplying the number of times it was suggested in the survey by the number of votes received from the panel. The Panellists reviewed the top-ranking suggestions, discounted those which failed the criteria for inclusion, and each panellist voted for their top twenty picks,

The list was further refined using the following rules:

- a. if it was not constitutionally able to be undertaken by the JCA then it was vetoed from the list;
- b. if the item already existed, or was due to happen within the next year (e.g. pool upgrade) then it was vetoed from the list;
- c. if the item was obviously unachievable or highly undesirable to the community then it was vetoed from the list;
- d. if the item was a priority for the JCA or a special project that would be led by an JCA committee member then it was given prominence;
- e. If the item fitted into 'business as usual' for the JCA (such as ongoing road repairs) then it was vetoed from the list.

The final list was distributed among the members of the JCA committee as a final check, however there were no further changes made (Appendix A).

Development

Further work was undertaken to bring the Top Twenty list into an acceptable state of preparedness for project management; this involved applying a metric to each individual project to ascertain the benefits it would bring to the community and the cost the community would need to bear in return (Appendix B). The result of this is a quantification of the community's desires expressed as a cost/benefit ratio (Appendix C).

"The highest manifestation of life consists in this: that a being governs its own actions. A thing which is always subject to the direction of another is somewhat of a dead thing."

St. Thomas Aquinas

Implementation

In community development the 'how' is equally as – if not more – important than the 'what'. In recognition of this a structure was created that took into account the realities of community projects. In particular the following considerations were taken into account:

- a. Financial resources are not guaranteed → Focus should be placed on social capital
- b. Human resources are untrained but enthusiastic → Focus must be on volunteer management
- c. Time is plentiful but community support is vital → Focus must be on achieving milestones
- d. Sense of community is dwarfed by other pressures → Focus needs to be on communication

Taking the above into account, a structure has been developed that maximises the potential of human capital, follows best-practice principals of volunteerism, is set up to achieve small successes quickly and regularly, and utilises the power of networking of communities (Appendix D).

The structure begins with a classic governance/operational split whereby the JCA committee devolves responsibility for the management of projects to a small team of 'Project Champions'. Each Project Champion manages a portfolio of five projects, divided into the following categories:

- i. Built Environment
- ii. Services
- iii. Recreation & Culture
- iv. Strategic

The Project Champion Team (PCT) also includes a Mentor whose role is to support and assist the Champions in their role. In return, the Champions support and assist the people undertaking the projects. In this way the pressures and responsibilities are shared across a broad number of individuals so no one person will be required to bear a significant burden of responsibility or commit large amounts of time.

Building redundancy into the structure will require a larger-than-usual amount of human resources, but human resource is something a community has plenty of in the form of volunteers. To assist with this the JCA will form a partnership with Volunteer Wellington. Volunteer Wellington will provide essential advice on the use of volunteers over the 20 projects and in addition will act as the JCA's vetting and referral service.

Having a large number of people all contributing a small amount of time means an exponentially larger network is formed. This network is the basis of accessing social capital: a quicker, more sustainable and more responsible way of achieving community outcomes than the direct use of financial capital.

The outcome of this process is a community that is better networked, accesses greater levels of social capital, is both economically and socially better off, and ultimately has a greater level of sustainability. This strategy will not only see benefits for current residents, but long-term benefits for their children and grandchildren and Wellington Region as a whole.

Projects for Johnsonville

Mission

The JCA aims to inspire and motivate local residents to act locally, and in the process improve the way of life in their community, create a sustainable future, live responsibly and enjoy the benefits of residing in one of the most progressive areas of the Wellington Region.

Johnsonville as a "sub-regional centre", it is unique in its interrelatedness with many other bordering communities, many of whom stand to share the benefits of this strategies success. Consequently, JCA aims to include the input and opinion of neighbouring communities (and their respective residents associations) wherever possible and appropriate.

Top Twenty List

The 'Top Twenty List' concept is both simple to grasp and manageable. Twenty projects in ten years can be easily achieved by a whole community if the right management processes are put in place. This number can be broken down into smaller chunks (portfolios) and divided up amongst enthusiastic community leaders (Project Champions).

The JCA has undertaken a robust process to identify and select projects that will improve the lives of everyone in the community in some way or other, that can be used as the basis for community development work, and that are achievable either by the community or in partnership with central or local government.

Project Management

Community projects are managed differently from those in business for a number of reasons. These include the reduced emphasis on financial capital, use of volunteer labour, no shareholders but a large group of stakeholders, and a radically different market environment.

Thus, community project management must take these and many more factors into account. In this case, the proposed method involves a clear governance/operational split with a project team reporting to the JCA Committee on a month-by-month basis.

As noted above, the project team consists of four Project Champions (one for each portfolio: Built Environment, Services, Recreation and Culture, Strategic) and a Mentor. The Champions are responsible for five projects each, and will focus on achieving milestones for each project as per an agreed strategic timeline.

The Mentor will focus on the coordination of the Project Champions, provide advice, administrative assistance and moral support, help with reporting to the JCA Committee, and source necessary resources.

Each of the 20 projects will have a Project Manager – a keen volunteer who lives in the community, who is willing to ‘own’ the project. Some projects require only a watching brief, some are quite complex and costly. Each of the projects will have their own timeline: not all will be started or finished at the same time. Therefore resources – especially volunteers – can be apportioned in a sustainable manner.

The JCA Committee will report back to the community at least once a year (at their AGM) and at any other time that a significant milestone is achieved. A regular monthly progress report for current projects will be made available via the www.JohnsonvilleCA.co.nz website. Projects with Project Leaders already in place (and therefore ready to begin development immediately) include: Improvements to Traffic Flow; Integrated Public Transport; More & Better Playgrounds; Wheels park; and Establishing a Community Board.

The framework that will be used in the strategy is called the Viable Systems Model (Appendix F). Using this enables the JCA to more easily manage the projects on a scaled (recursive) basis. In other words rather than requiring a complete overview of the entire system, each layer (Governance – JCA, Planning – Project Champions Team, Operations – Project Leaders) exists and operates within its own system, mimicking the systems above and below it and ensuring that at all levels the proper processes are being carried out to attain success.

Acknowledgements

The Johnsonville Strategic Plan is the product of over two years planning and execution from a team of people from the Johnsonville Community Association Inc. (JCA), and with the close support of Fiona Bain and Jared Coburn from NPPA and Resilience NZ.

This Strategic plan is modelled on that developed by Jarrod Coburn for NPPA. Jarrod has been involved with Newlands Community & Residents Groups since his time as a Senior Community Advisor at Wellington City Council in 2006, and began working with JCA soon after its inception in 2008. Jarrod has completed a thesis in Management defining residents associations, and speaks internationally on issues of community resilience. He balances his time between local community activities, serving as a Trustee on the Draco Foundation Charitable Trust, and as a Director of a risk and management consultancy business.

Special thanks are due to the JCA Committee, particularly to Project Champions: Deb Player, Tony Randle, Graeme Sawyer and Maureen Sullivan, to Johnsonville businesses: Johnsonville Crash Repairs, AutoStop and MBS Copy Centre group for their generous sponsorship of this project and its Production.

Thanks also go to the people of Johnsonville and Raroa for the ideas & vision upon which this strategy is so firmly grounded, and particular heartfelt thanks goes to Jim Candiliotis for his unerring guidance and support over many years.

Contact Details:

- Johnsonville Community Association (Inc.).
- Website: JohnsonvilleCA.co.nz
- Email: JCAinc2@Gmail.com
- Phone: (04) 938 7007
- Cell: (027) 444 1748

JCA meets monthly, usually on the last Wednesday of each month (except for December and January) - Check website for changes. ALL JOHNSONVILLE RESIDENTS ARE MEMBERS of JCA BY RIGHT & ARE WELCOME TO ATTEND.

JCA is a registered Charity, so donations are tax deductible.



Jesse Abolins – Johnsonville resident and NZ Skater of the year 2013

Appendix A: Project List

Built Portfolio

New Library (1) In the decades since the Johnsonville Library was built and became Wellington's most used, population growth in the expanded catchment for this facility has far exceeded its capacity. Similarly, impending residential intensification will add an enormous "qualitative demand" for 21st century library services, and these forces combine to create an overwhelming demand for a substantial, world-class Library facility as a physical and cultural centrepiece for the Northern Suburbs' communities.

Redeveloped or New Shopping Mall (2) Survey results indicated that better retail options, and particularly a new mall, was the highest priority of all for the Johnsonville community. Other research had revealed interesting facts that relate directly to issues that have prevented commercial redevelopment in recent years, and we believe they highlight significant opportunities to gather many disparate stakeholders (central and local government agencies, Johnsonville retailers, and a number of national & international operators) around the table to explore imaginative new solutions to this recalcitrant problem.

Create Public Greenspace in Central Johnsonville. (3) Quality open public space is at the essence of a community centre, and it is unimaginable that the lack of such within the Johnsonville Triangle can continue. We shall work with WCC and land-owners to explore imaginative solutions to this problem

Safer pedestrian Access & Improvements to Traffic Flow (4) Now that a major upgrade of the Johnsonville Triangle is approved, much new "raw material" will soon exist on which to base solutions to these long-standing problems. But much remains to be done to fix Johnsonville's Traffic woes. Wellington prides itself as being a "walkable city" and so JCA aims to encourage minimum standards and for Johnsonville pedestrian access to be raised to standards consistent with the objectives of WCC. In both these transport modes, we will continue to engage with WCC, NZTA and commercial operators to ensure all are "rowing in the same direction" toward integrated, locally focussed solutions.

Cinema (5) A Cinema is seen by many as critical for leveraging a variety of synergistic entertainment options in Johnsonville, and with a rapidly expanding local market the demand for a boutique local theatre is set to expand significantly. With a newfound focus on shared facilities, and at least two major new public facilities on the way, the possibilities for novel approaches for achieving this objective are numerous, and exciting.

Services Portfolio

Undergrounding of all Utilities (including Cabling & UFB) (6) As intensification takes effect, urban Johnsonville will become more highly built-up, and airspace will become more highly valued, and more key to our wellbeing. JCA will work with WCC and utilities companies to accelerate the "aerial de-cluttering", and preserve "airspace" for sunshine and tree canopies.

Integrated Public Transport (7) Many of Johnsonville's traffic and parking issues can be traced to a public transport framework that does not work well enough to encourage greater usage. This project will enable Johnsonville commuters get to work easier, faster and cheaper than driving.

A key element of our PT service is the integrated, off-street train and bus hub in central Johnsonville that provides an excellent node at which residents can board, switch or leave PT, and carry out their daily shopping nearby. Johnsonville residents value this hub highly, and most consider it central, and critical, to other aspects of this Strategy (e.g., a town centre, integrated transport, etc.).

Enhanced Park 'n Ride services (8) Johnsonville's position at the end of a commuter rail line, and amongst a major shopping centre, places unique demands on commuter parking which manifests on our residential streets. Yet high population density, wider roads, and approaching residential intensification will soon place higher demands on those streets. Radical and innovative Park-n-ride solutions are required if we are to maintain the liveability of Johnsonville, and avoid the perverse effect of driving commuters away from Public Transport altogether.

More responsive street maintenance services (9) Significant numbers of survey respondents expressed dissatisfaction with the provision of basic horizontal infrastructure services. We will work first with our residents to ensure that issue reporting is prompt and appropriately directed, and if issues still remain we will engage with WCC and (if necessary) Contractors to ensure customer expectations are appropriate, service delivery levels are realistic, and responses are too.

Improved & Enhanced Services for Senior Citizens & Youth (10) Demand is high for improved services for older citizens, and JCA will seek funding for an older persons services coordinator based out of the Johnsonville Community Centre. Always a family suburb, recent census data confirms a "bulge" of primary age children is nearly here, and will become "permanent" as a result of MDRA. Our survey confirms a very strong feeling that "there is nothing to do" for youngsters in Johnsonville. We plan a comprehensive strategy to ask them how that is best solved, and help them to achieve that solution.

Recreation & Culture Portfolio

Improve recreational Cycle-way (11) With challenging geography and climate, Johnsonville could struggle to encourage recreational cycling economically unless it integrates with existing trail investments, thereby leveraging extra benefits from the sunk costs. Constructing a trail through existing trails (such as connecting with Ara Tawa at Takapau station) offers a substantial cumulative advantages. Other new trail options to improve non-highway access south to the CBD will also be explored, as will as new walking /cycling trail through reserve land from McIntock St to Broadmeadows.

Recreation Centre (indoor facility) (12) The 'Allgate Report' commissioned by WCC in 1998 identified a strong need for indoor sports facilities in the Northern Suburbs, and while there has been some progress on this in Tawa, there are no suitable facilities either close or accessible to Johnsonville residents at all yet. There is ongoing and increasing demand for a large, multipurpose indoor space suitable for recreation or cultural events, either within Johnsonville or very close nearby.

More and Better Playgrounds & Green Open Spaces for all ages. (13) We will aim to follow the principals laid out in the Northern Growth Management Strategy. Because Johnsonville's population is denser, and its available greenspaces is less, as well as less accessible, than other suburbs, we will seek to ensure that quantity is expanded where possible, and quality is maximised in ways that are commensurate with the particular demands that Johnsonville presents.

Upgrade Alex Moore Park Facilities (14) As demand for recreational space rises, this park remains the premier jewel in Johnsonville's recreational crown. As pressures on these fields rises (for playgrounds, parking, clubrooms and re-vegetation, etc.), we will undertake to work with all stakeholders to preserve its value to the suburb, and work with WCC, sports clubs and commercial sponsors to achieve the best possible outcomes for the entire Johnsonville community.

Wheels park (15) Wheels parks (Skates, Skateboards, etc.) represents the type of positive, challenging creative and competitive recreational infrastructure that we are obliged to provide if we wish our young people to develop positively. This is needed with increasing urgency since Johnsonville's only youth facility was decommissioned.

Strategic Portfolio

A Town Centre / Heart (16) Johnsonville continues to see itself - and its future – as a “village”, and ensuring this actually occurs will be a priority. “Public space” is entirely lacking in the Triangle, and purchase or swap of land could be central to resolving this issue. We will engage with council, commercial & community groups to help ensure a coordinated solution is achieved. .

Beautification of Johnsonville (17) Achievable by prioritising this simple objective, and having a few keen residents maintain focus on it. Every attempt will be made to maximise the potential of public greenspace (even SH1 road reserve and rail corridors) to the highest achievable quality, to maximise the “greening” of what little public land we have. Beautification on public, residential and commercial land alike should be complimented by plantings to better off-set the effect of intensive re-development and restore indigenous biodiversity in the urban street settings.

Preservation of history & heritage (18) Working in partnership with Wellington City Council, Heritage N.Z. and local organisations to develop a set of high priority heritage sites that can be appropriately signposted (to inform of their significance), opened to the public, or otherwise better preserved or presented for the benefit of all Johnsonville Residents.

Better Motorway Access (North Johnsonville) (19) Most of Johnsonville's traffic congestion is caused by people from other suburbs travelling through Johnsonville - not because they want to but because they have no choice. Working with NZTA and WCC Transport Planners to provide that choice should reduce stress on Johnsonville roads & improve the liveability of Johnsonville to a significant degree.

Establishment of a Community Board (20) The establishment of a community board for the wider community (in partnership with NPPA and other related communities). Achieving this objective will indirectly help this strategy by improving representation & democracy in the region (devolving power back to the community), and is expected to directly assist with the achievement of all other Projects in this Strategy.

Johnsonville Community Association Ten Year Strategy

Appendix B: Benefits and Costs Metric

Visionary	<i>Appealing to many</i>	The project will 'capture' the imagination of the majority of local residents
	<i>Simple to grasp</i>	95% of the population will understand the basic nature of the project and what it will achieve
	<i>Media-worthy</i>	A number of angles exist that local media will pick up on
	<i>Common good</i>	The project benefits all local residents in some way
Need	<i>High demand</i>	Evidence exists that there is a high demand for the outcome of the project
	<i>No suitable alternative</i>	There are no local alternatives to the project outcome currently accessible by residents
	<i>Will fill need</i>	Undertaking this project will fill an identified need
	<i>Accessible to many</i>	A majority of local people will have unfettered access to the outcome of the project
Networking	<i>Big variety of organisations</i>	Many and varied sectors will be directly involved in this project
	<i>Sectors not normally involved</i>	Key groups, organisations, agencies or sectors who are not normally involved in local community governance will be engaged
	<i>Many people participating</i>	The project or outcome will directly and indirectly involve greater than 1% of the local population
	<i>Central role for Residents Assoc.</i>	The local residents' association will play a key role in the project
Social Capital	<i>Use of volunteer labour</i>	Volunteers from the community are used for the project
	<i>Need support from community</i>	The project team need to turn to the community at large for support
	<i>End result will provide S.C.</i>	Social Capital (improved social cooperation and social relationships) is an outcome or side-effect of the project
	<i>Unsecured funding</i>	The project team will be required to seek funding either within or outside of the community
Resilience	<i>Community competence</i>	Contributes to an increased skill level in the community
	<i>Social capital</i>	Social Capital (above) scores 3 or more
	<i>Equality</i>	Project promotes or improves equality
	<i>Information sharing</i>	The project is a trusted source of information or assists in information dissemination
Sustainable	<i>50%+ sourced locally</i>	At least half of all resources used in the project will be sourced from within the community
	<i>Zero externalities</i>	There is no discernible possibility of unmitigated damage to the social structure or environment of the community
	<i>Self-funding</i>	The project will eventually fund itself, guaranteed ongoing funding is available, or the project has no ongoing financial cost
	<i>Environmentally friendly</i>	The project contributes to or promotes environmental best practice
Cost	<i>Monetary</i>	0=no financial cost; 1=<\$10K; 2=\$10K-50K; 3=\$50-100K; 4=\$100K+
	<i>Voluntary</i>	0=no volunteer time; 1=<500hrs; 2=500-1,500hrs; 3=1,500-10,000hrs; 4=10,000hrs+
	<i>Loaned/donated items</i>	0=none; 1=Loaned equipment; 2=Donated small items; 3=Loaned major/heavy equipment; 4=Loaned/donated specialised equipment
	<i>Intellectual property</i>	0=none; 1=General knowledge; 2=Generic system/advice; 3=Specific system/advice; 4=Proprietary systems/equipment

Project

New

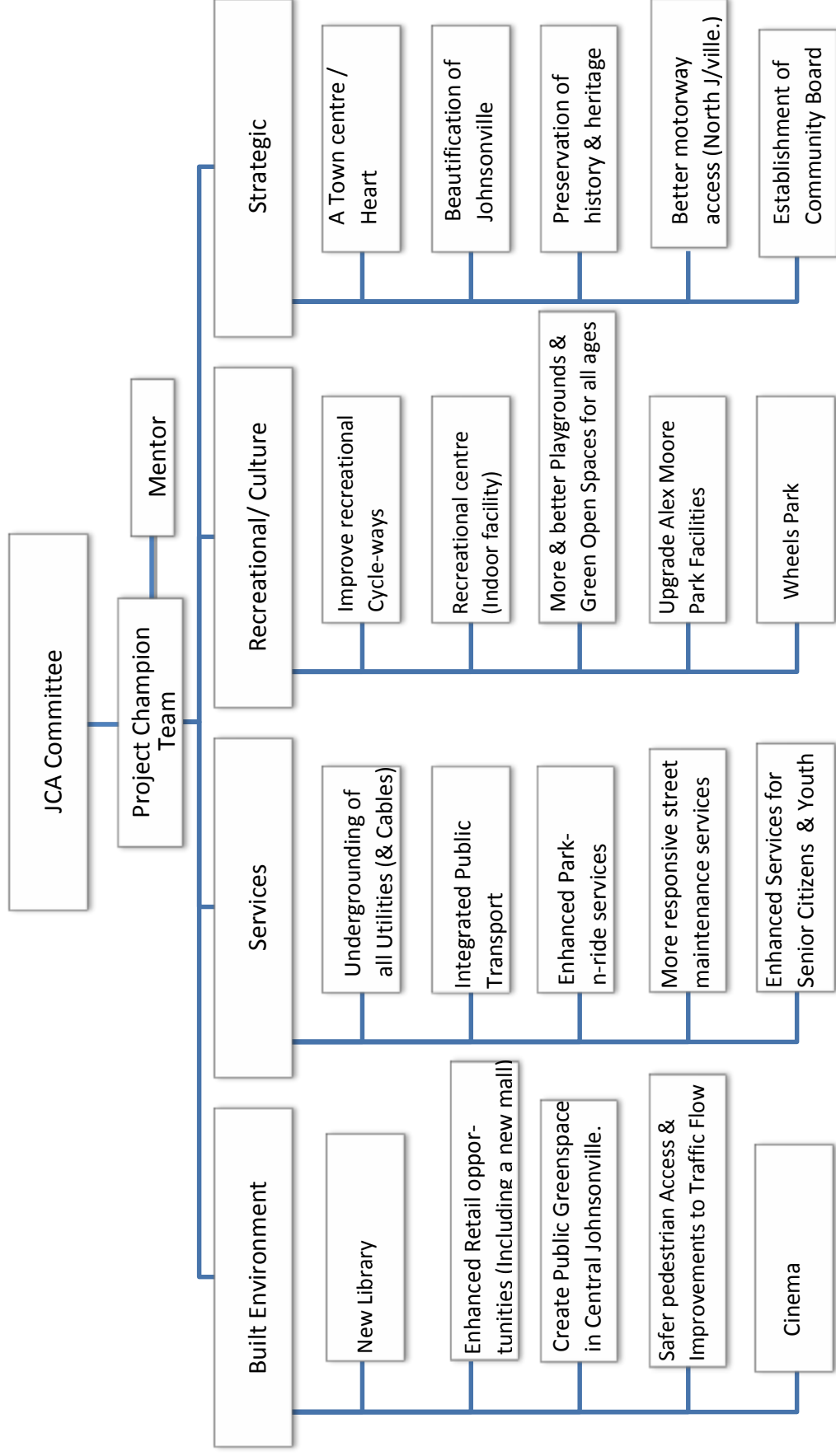
Services

Recreation & Culture

Strategic

Johnsonville Community Association Ten Year Strategy

Appendix D: Structure



Appendix E: Timeline

Project	Type	Cost/ Benefit	Start Date	Length	First Stage
New Library	Built	22	2015	3 year	Work with WCC to arrange community workshops to explain what a 21 st century library could be, and help them decide what they want from a new library
Enhanced Retail opportunities (Incl. New Mall)	Built	17	2015	3 year	<Commercially Sensitive>
Public Greenspace in Central Johnsonville.	Built	15	2015	10 years	Continue with WCC Community reference Group
Safer pedestrian Access & Improvements to Traffic Flow	Built	12	2015	10 years	Continue & Enhance relationships with WCC Transport Planners and NZTA
Cinema	Built	12	2015	6 years	Engage with Cinema Operators & explore commercial “bottom lines”
Undergrounding of all Utilities (& Cables)	Services	10	2015	10 years	Continue & Enhance relationships with WCC Transport Planners and NZTA
Integrated Public Transport	Services	16	2015	8 years	Establish existing timeframes & extent of proposed integration. Identify & quantify drivers (e.g. Private ownership of land) for existing impetus for GWRC and WCC do disestablish existing PT Hub.
Undergrounding of all Utilities (including cabling)	Services	13	2015	10 years	Establish relationships with utility providers & establish current practice & imminent changes.
More responsive street maintenance Services	Services	12	2015	4 years	Engage with community & council contract managers & Evaluate term of current utilities contractors.
Enhanced Services for Senior Citizens & Youth	Services	12	2015	3 years	Size Coordinator roles in other suburbs and begin business case development.

Johnsonville Community Association Ten Year Strategy

Project	Type	Cost/ Benefit	Start Date	Length	First Stage
Improved Cycleways	Recreation/Culture	8	2015	8 years	Build consensus with WCC that non-SH1 cycle route is necessary....
Recreation Centre	Recreation/Culture	14	2015	4 years	Explore facility sharing options and funding options
More & better Playgrounds & Green Open Spaces for all ages	Recreation/Culture	11	2015	6 years	Explore parameters for land acquisition.
Upgrade Alex Moore Park Facilities	Recreation/Culture	10	2015	7 year	Investigate if there is Community support for a "Community playground) on southwest corner of park
Wheels park	Recreation/Culture	6	2015	4 years	Explore design parameters for an adequate facility, and begin scoping site possibilities.
A Town Centre / heart	Strategic / The Future	18	2015	8 years	Establish parameters for acquiring public open space around which to anchor the town centre
Beautification of Johnsonville	Strategic / The Future	13	2015	2 years	Establish a wide community network of interested participants, scope skills & map priorities
Preservation of History & Heritage	Strategic / The Future	9	2015	6	Enhance relationships with NZTA, explore reasons for historical swerve away from once-planned additional SH1 ramps
Better Motorway Access (Northern Johnsonville)	Strategic / The Future	9	014	4	Perform gap-analysis on existing completed petition for northern suburbs for a community board, and begin filling missing elements.
Community Board	Strategic / The Future	9	2014	4	Perform gap-analysis on existing completed petition for northern suburbs for a community board, and begin filling missing elements.

System 5

Policy and Oversight

- JCA committee meetings
- Annual Report
- Operational report
- Intel report

System 4

Intelligence

- Intelligence gathering team
- JCA website
- Media reports
- Stakeholder reports

System 3*

Auditing

- Online stakeholder feedback form
- Public meetings
- Open door policy

System 3

Operational Control

- Traffic Lights
- Exception reports
- Team reports
- Mentor

System 1A

Built Environment

- New Library
- Enhanced retail opportunities (incl. a new mall)
- Safer pedestrian access and improvements to traffic flow
- Cinema
- Creation of public greenspace within Central Johnsonville

System 1B

Services

- Undergrounding of all utilities incl. cabling and UFB
- PT Hub at r/w station and
- Enhanced Park 'n Ride services
- More responsive street maintenance services
- Improved & enhanced services for senior citizens

System 1C

Recreation and Culture

- Improve Recreational cycle-ways
- More and better playgrounds and green open spaces for all ages.
- Upgraded public facilities at Alex Moore Park
- Wheels Park
- Recreation Centre (Indoor Facility)

System 1D

Strategic

- A town centre/heart
- Beautification of Johnsonville
- Better motorway access
- Preservation of history and heritage
- Establishment of community board

System 2

Co-ordination

- Annual plan
- Shared workspace
- Project Team meetings
- Procedures and standards
- Online calendar
- Shared contact list

JCA
Johnsonville Community Association