

NOTICE OF MEETING

CITY DEVELOPMENT COMMITTEE

I hereby give notice that an Ordinary Meeting of the City Development Committee will be held on:-

DATE: **Monday, 11 November 2002** **TIME:** **9.30 am**

VENUE: **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider the business as set out herein and to take any necessary action connected therewith.



7 November 2002

Audrey Chan
COMMITTEE SECRETARY

Telephone (09) 836 8000 extn 8603

MEMBERSHIP:

Councillors	CA	Stone (Chairperson)
	GB	Presland (Deputy Chairperson)
	DQ	Battersby, JP
	BA	Brady, JP
	JM	Clews, QSO, JP
	RP	Dallow, QPM, JP
	AC	Fenton
	OE	Hoskin, JP
	PA	Hulse
	JP	Lawley
	GE	Nash, JP
	VS	Neeson, JP
	GW	Russell
	DA	Yates, JP

Mayor, Bob Harvey, QSO, JP (ex officio)

(Quorum 5 members)

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(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR AN ORDINARY MEETING OF THE CITY DEVELOPMENT COMMITTEE
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,
WAITAKERE CITY, ON MONDAY, 11 NOVEMBER 2002
COMMENCING AT 9.30 AM.**

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1 APOLOGIES



2 URGENT BUSINESS

Section 46A(7) and (7A) of the Local Government Official Information Act and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the item is a minor matter; and
- (ii) the Chairperson has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting; and
- (iii) the Committee resolves to deal with the item.

No resolution, decision, or recommendation may be made in respect of the item except to refer the item to a subsequent meeting for further discussion.

NOTE: Urgent Business need not be dealt with now and may be delayed until later in the meeting.



3 CONFIRMATION OF MINUTES

Ordinary - Monday, 7 October 2002

RECOMMENDATION

That the minutes of the Ordinary Meeting of the City Development Committee held on Monday, 7 October 2002, as circulated, be taken as read and now be confirmed.



4 HOUSING FOR OLDER ADULTS

PURPOSE OF THE REPORT

The purpose of the report is to inform the City Development Committee about a recent meeting between Central and Local government representatives regarding social housing.

BACKGROUND

A broad definition of social housing is housing which:

- provides accommodation for individuals or households capable of independent living in the community;
- is provided by public sector or non-for-profit organisations with the primary objective of meeting the needs of those who occupy it;
- is provided and managed in a way that recognises the home as the nexus in a complex web of support networks;
- is managed with an emphasis on stability for the household, which includes ensuring that financial aspects (income support, rent collection and debt management) are designed and implemented to support the stability objective.¹

The Government has agreed to purchase Auckland City Council's (ACC) social housing stock (1,1564 units) for \$83 million. Housing New Zealand Corporation (HNZC) also expects to spend a further \$75 million over the next 5-10 years to upgrade the stock purchased from Auckland City Council.

The deal highlighted the plight of councils that have retained social housing portfolios developed in the 50's and 60's when the Government provided incentives in the form of grants and low interest loans. The introduction of market rents and the Accommodation Supplement in the late 1980's has resulted in a number of councils exiting from social housing altogether or continuing to provide social housing at a loss and unable to upgrade or replace existing stock.

In response to these concerns, Local Government New Zealand and Housing New Zealand Corporation held a meeting on 23 October with staff representatives from various councils. The purpose of the meeting was to brainstorm partnership options between the Government and councils. Annika Lane, Senior Policy Analyst: Social Policy, attended on behalf of Waitakere City Council.

Local Government New Zealand and Housing New Zealand Corporation will send a discussion document on possible options to councils for comment early next year.

STRATEGIC CONTEXT

In May 2001 the Community Facilities and Recreation Committee resolved that:

1. *The housing policy objectives of improving housing choice, housing affordability, housing design, and housing partnerships be endorsed.*
2. *That a continued role in housing through regulation, provision of advice and information, monitoring and advocacy, planning and partnerships, provision of financial incentives, and land acquisition/divestment be endorsed."*

1029/2001

¹ McKinlay Douglas "Local Government and Community Involvement in Management and Ownership of Social Housing." Report for Local Government New Zealand and the Ministry of Social Policy. Pages 12-13 December 2002.

In June 2002 the City Development Committee re-affirmed Council's commitment to the provision of the Housing for Older Adults Service.

In September 2002 the City Development Committee endorsed the Auckland Regional Affordable Housing Strategy, which aligns with Waitakere City's Housing policy and role with regard to housing.

Also in September 2002, the City Development Committee directed staff to develop a Waitakere City Affordable Housing Action plan within the framework of the Auckland Regional Affordable Housing Strategy. Collaborative housing initiatives for older adults are an initial focus of the Waitakere City Action Plan for Affordable Housing.

ISSUES

Waitakere City Council currently owns and operates 335 housing units for older adults. The service is provided on a cost-recovery basis. Council is developing an asset management plan for its existing housing stock, but there are long-term problems with maintenance, upgrades or replacement. This is a common problem for councils throughout New Zealand.

It was clear from the meeting referred to earlier that the Government wants to provide incentives to councils to continue to provide social housing for older adults and other people in need. The focus of the discussion was on how the Government and councils can work together to deliver social housing.

Some broad options discussed at the brainstorming session included:

- one-off grants or loans for one-off projects to assist councils to upgrade or replace existing stock;
- mechanisms to encourage councils and other non-profit developers to invest in new social housing initiatives.

Staff from Local Government New Zealand and Housing New Zealand Corporation will scope out these options and circulate a discussion document to council staff by the end of this year. A draft document will be developed, sent to the Government for review, and then forwarded to councils for consultation in March/April 2003.

The views of the City Development Committee are sought.

RESOURCES

Staff time to contribute to this work is available in the current budget.

CONCLUSION

The Government wants to work with local councils to ensure continued delivery of social housing throughout New Zealand. A working group of staff from Local Government New Zealand, Housing New Zealand Corporation and councils (including Waitakere) has brainstormed options for partnership.

This initiative by the Government to develop partnership options is timely given Waitakere City Council's emphasis on collaborative housing initiatives.

RECOMMENDATION

That the information be received.

Report prepared by: Annika Lane; Senior Policy Analyst: Social Policy.



5 HOUSING PROJECT WITH FOREST RESEARCH INSTITUTE LIMITED

PURPOSE OF THE REPORT

The purpose of the report is to inform the City Development Committee about a possible partnership with Forest Research Institute Limited (FRI) for a “post Kyoto Protocol” housing project.

BACKGROUND

Forest Research Institute Limited (FRI) is a Crown Research Institute based in Rotorua. FRI has asked Waitakere City Council to enter into a partnership in a bid for Foundation for Research, Science and Technology (FORST) funding.

Forest Research Institute Limited wants to develop a post Kyoto building (or cluster of buildings) that enhances the life of its occupants and that of the environment in which it is located. The project’s focus will be on the role of wood (pine) in achieving a sustainable environment.

Other possible partners to the project include Building Research Association of New Zealand (BRANZ), Energy Efficiency and Conservation Authority (EECA) and representatives from the building industry. FRI has proposed a facilitated one-day meeting with all potential stakeholders to discuss the project in more detail.

STRATEGIC CONTEXT

A housing initiative using a renewable resource such as pine is consistent with the Government’s approach to sustainable development and its obligations under the Kyoto protocol.²

The proposal meets Waitakere City Council’s strategic objectives of Urban & Rural Villages, Strong Communities, Sustainable Energy, Clean Air, Clean Water and Zero Waste. It is also consistent with the Council’s housing policy objectives of improving housing choice, housing design, and housing partnerships.

ISSUES

Council Role

Council’s role is not yet defined, but Forest Research Institute Limited has indicated that it needs help with the community and human dimension of the project and with the project implementation. Forest Research Institute Limited would like to locate the project in Waitakere City.

The proposed project is consistent with Council’s policy objectives of improving housing choice, design and partnerships, but the issue of affordability needs to be addressed during the project discussions.

RESOURCES

Staff time for the project is available in the current Annual Plan.

² Government’s Approach to Sustainable Development, August 2002.

CONCLUSION

This project provides the opportunity for developing a multi-level partnership to provide quality, environmentally sustainable housing in Waitakere. The project is consistent with Council's strategic objectives and housing objectives of improving housing design, choice and developing partnerships.

The issues of housing affordability and Council's role in the project need to be addressed at the meeting of stakeholders to the project. It would be useful to involve Councillors at an early stage of the project to ensure there is a strong commitment to Waitakere's objectives.

RECOMMENDATIONS

1. That the information be received.
2. That the Council agree to enter into a partnership with the Forest Research Institute to pursue Foundation for Research, Science and Technology funding for a post Kyoto building project based in Waitakere City, subject to any resource implications identified being brought back to the committee for final approval.
3. That a Councillor be nominated to attend the meeting of stakeholders to the project on a voluntary basis.

Report prepared by: Annika Lane, Senior Policy Analyst: Social Policy.



6 COUNCIL'S ROLE IN RELATION TO THE ETHNIC COMMUNITY

PURPOSE OF THE REPORT

The purpose of this report is to highlight some of the key issues for Council regarding its relationship with the ethnic community and to recommend that resources be allocated to determine the scope of Council's role.

BACKGROUND

The Waitakere Indian Association made a presentation to Council's September 2002 meeting requesting the establishment and funding of an Indian Advisory Board. It was proposed that this Indian Advisory Board could be extended into an Ethnic Advisory Council for Waitakere City.

Council resolved that:

- *“the report presented by the Waitakere Indian Association be referred to the City Development Committee; and*
- *the Chief Executive provide an accompanying report on the appropriateness and practicality of the proposal in context with the Council's strategic goals.”*

2908/2002

The Waitakere Multicultural Society made a request through the 2000/2001 Annual Plan process for the establishment of a Multicultural Advisory Board and the Asian community has also expressed interest in the establishment of an Asian Advisory Board. Statistics on the ethnic community have been circulated to Councillors separately.

STRATEGIC CONTEXT

Council's vision as expressed in its Draft Strategic Objectives is for a city that:

- celebrates and sustains its people; and
- builds on its cultures and heritage.

Waitakere City's population is becoming increasingly ethnically diverse and this has led to groups and agencies considering the need for various forms of support for the ethnic community.

It is likely that community expectations of Council support will continue to be expressed in the future and this is an issue that Council will need to consider within the context of its overall strategic direction and goals.

Waitakere City Council Response to Date

Council's response has focused on meeting the information needs of the ethnic community through:

- Multicultural Services Librarian;
- Migrant Advisor (new position in Libraries & Citizens Advice Bureaux);
- Citizens Advice Bureau funding;
- WADCOSS contract;
- Commissioning research on migrant & refugee issues and needs.

The West Auckland District Council of Social Services (WADCOSS) has applied to be a "host organisation" under the Community Internship programme run by the Department of Internal Affairs. Monica Sharma, Research Analyst in Council's Strategic Group, will be seconded to WADCOSS for a period of six months from January 2003 to work on a project aimed at meeting ethnic community needs in Waitakere City. A core objective is to identify needs and facilitate the establishment of processes, mechanisms and resources for meeting those needs.

Council has declined a request made by the Waitakere Multicultural Society as part of the 2002/03 Annual Plan process for the establishment of a Multicultural Resource Centre in the old Massey Library building, pending the outcome of initiatives undertaken by other sectors.

Circulated separately is more detail on Waitakere City Council activities relating to meeting ethnic community needs.

Response from Other Sectors

Central government has established initiatives that aim to support the settlement of migrants and refugees into New Zealand society, including the establishment of a pilot Regional Migrant Resource Centre and the Longitudinal Immigration Study.

At the local government level, Auckland City Council has focused on the Asian community and Manukau City Council is developing a New Settlers Policy. Both Auckland City Council and Manukau City Council are involved in the Regional Migrant Resource Centre pilot.

Circulated separately is more detail on the response from other sectors.

ISSUES

There are three wider issues for Council to bear in mind when considering the request from the Waitakere Indian Association for an Indian Advisory Board:

- the nature and scope of Council's role in meeting ethnic community needs;
- the most effective way of ensuring ethnic participation in Council decision making processes; and
- Council's responsiveness to the ethnic diversity of its citizens.

Meeting Ethnic Community Needs

Needs vary for new migrants, refugees and long term settled communities and their descendents.

New migrant issues centre on obtaining employment and recognition of overseas qualifications and experience. There is a high rate of unemployment and underemployment, and there is the need for retraining to obtain New Zealand qualifications.

Refugees' issues include learning English, literacy, trauma, health, counselling, violence, day-to-day needs, settling into NZ society and culture.

Long-term settled communities and their descendents face issues to do with language and cultural maintenance and identity of NZ-born descendents.

Council needs to consider how to best assist migrant groups and other agencies meet these diverse needs within limited resources.

Ethnic Participation in Council Democratic Processes

The ethnic community is very diverse. It is diverse ethnically, in the nature of needs and in the levels of ability and interest in participating in Council democratic processes. Council needs to consider whether an Advisory Board is the most effective vehicle for engaging with the ethnic community.

Auckland City has focused on engaging with the Asian community, which is the fastest growing ethnic grouping. Auckland City Council has been established an Asian Network and appointed a community advisor of Asian ethnic background. However, the wider ethnic community in Auckland sees this as excluding other ethnic groups.

Key Questions that Council Needs to Consider

1. Is an Advisory Board the most effective vehicle for engaging with the ethnic community?
2. What should trigger the establishment of an Advisory Board – size of an ethnic group, pressure from the ethnic community, a desire to encourage ethnic participation in Council democratic processes?

3. How will Council respond to requests from other ethnic groups for Advisory Board status?
4. How will Council engage with ethnic communities that do not have Advisory Board status?

The proposal for the establishment of an Indian Advisory Board needs to be considered within the framework of the answers to these broader questions. This work has not yet been undertaken by Council.

Responding to the Ethnic Diversity of its Customers

Customer service issues that need to be considered in relation to the ethnic community include language barriers, lack of knowledge of Council regulations, bylaws, programmes and facilities and cultural awareness of Council's own staff.

RESOURCES

Council currently does not have the resources to make a considered response to the issues raised in this report.

Council may wish to consider allocating resources for developing its position in relation to the ethnic community through the next Annual Plan process.

CONCLUSION

Council has received a request for funding for an Indian Advisory Board. Council has not developed a position on its role in relation to the wider ethnic community. It is suggested that it would be inappropriate for the request from the Waitakere Indian Association to be responded to in the absence of such a discussion. It will be important however, to include the Association in the development of any future Council position.

The WADCROSS internship is likely to provide some guidance to Council on its role in relation to meeting needs of the ethnic communities in Waitakere City. However, Council still needs to decide how to engage with and encourage participation from the ethnic community in Council democratic processes, and how to establish "ethnic-friendly" customer services.

Council may wish to consider the resources required to consider these issues through the next Annual Plan process.

RECOMMENDATION

That the information be received.

Report prepared by: Monica Sharma, Research Analyst.



7 YOUTH FACILITY CONCEPT

PURPOSE OF THE REPORT

The purpose of the report is to update the City Development Committee on the indoor youth facility concept work. The report also requests endorsement from the Committee on several key recommendations that will enable the youth facility concept work to be progressed further.

STRATEGIC CONTEXT

Leisure facilities and activities contribute to the well being of the City's residents by providing recreation opportunities that promote health and social cohesion.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided.

Through adoption of First Call for Children, Council has also stated its commitment to proactively supporting children, young people and their families in Waitakere City.

To meet Council's strategic objective of providing vibrant safe town centres it is important that youth are not alienated from the mainstream public areas but are able to become part of the social, leisure and economic factors of the urban landscape.

BACKGROUND

Research has been completed over the last two years as a result of resolutions passed by the Community Facilities and Recreation Committee, which have identified the need for an indoor youth orientated facility in Waitakere City.

Three important research projects have been undertaken; the Waitakere Youth Leisure Needs Analysis, the Henderson Concept Development Planning Workshop and the Strategic Review - Community Consultation.

All three studies indicate strongly that Henderson Town be the location for a centralised indoor youth orientated facility, and further suggests that the current site of the Henderson Recreation Centre be investigated as a potential site.

The Waitakere Youth Leisure Needs Analysis also highlighted the need for developing locally based indoor youth orientated facilities, which is the preference for the 13-14 years old age group. Current work is being undertaken to increase youth activities and services in several of the Community facilities to endeavour and address this issue.

The demand for an indoor youth facility can be linked to several key factors:

- 30 percent of the population are between 5 and 24 years of age;
- limited provision of youth orientated facilities in Waitakere City;
- large volumes of submissions from the wider community and Youth Council supporting the concept over the last two financial years;
- the approach of key stakeholders to Council over the last two years with a request to work in partnership for the provision of a youth orientated facility;
- wider social benefits associated with leisure activities;
- establishment of UNITEC in Henderson Town Centre.

Waitakere Youth Leisure Needs Analysis

This needs analysis was carried out near the end of 2001 and identified the following:

- a centralised youth facility for participants to hang out and do a variety of leisure activities was one of the top priorities in seven of the schools. This youth facility was described in the following ways *“Youth places to socialise and dance, stage, Karaoke, café, youth performances run by youth for youth”*
- the main findings of the report is that these activities focused on socialising with their friends in informal settings, rather than organised and formal activities
- the majority of young people's responses indicated that leisure activities should be fun, enjoyable and a means for young people to get together
- youth leisure occurs at Malls, Aquatic Centre, Assid Corban Recreation Centre and movies.
- however, many participants travelled outside Waitakere City for their leisure activities, for example to the nightclubs in Auckland and the pools at Waiwera and Parakai.
- 15 - 18 year olds thought that leisure activities needed to be in the centre so everyone could get to them. Henderson was the centre chosen.
- the 13 - 14 year olds prefer to undertake their leisure activities in their local area for ease of access
- holidays and weekends were the most popular time with Friday nights being mentioned most for undertaking leisure activities.

Strategic Review - Community Consultation

Consultation was undertaken with youth of Waitakere City via the Youth Council and Te Roopu Rangatahi as part of Council's strategic review.

Three issues emerged from their consultation:

1. The need for more youth events.
2. A facility for youth to hang out at.
3. Safety for youth.

The summary of the comments with regard to an indoor youth facility were:

- Henderson is a good place for a youth centre as everyone keeps going there;
- Need a place near Westcity as heaps of people hang out there anyway;
- Put hang out place in Henderson.

Henderson Concept Development Planning Workshop

In the 2001 Henderson Concept Development Planning Workshop, considerable focus was placed on the needs of youth and the further development of the Cranwell Park area (referred to as precinct 2 in the Henderson Planning programme).

Derek Kemp, an Economic and Employment specialist, was employed to identify a range of initiatives and social benefits possible, from the development of this recreational precinct.

The important roles the Precinct could play was:

- to meet the Community's Recreational Needs;
- enhance the revitalising and connectivity of the Henderson Town Centre;
- create activities that provided broader economic development and employment creation;
- develop opportunities for the local young people while building 'Social Capital'.

To build 'Social Capital' that creates effective 'Self-help' networks for youth the proposed initiatives were identified as:

- provide activities to harness the energies and creativity of local youth – thereby also reducing anti-social behaviour, vandalism and undesirable congregating in other, inappropriate parts of the Henderson Town Centre;
- provide facilities that require skills that can create peer group respect and develop the self-esteem of local youth;
- provide opportunities to develop potentially marketable 'new age' skills - especially potentially alienated 'non-mainstream' youth;
- provide places, opportunities for strangers to meet, start conversations and interact;
- provide unusual features, street entertainment and public art so that people start conversations as if they were not strangers;
- provide places for opportunities for young people to go, to meet, to 'get a life', and to watch others and 'be seen'.

To provide initiatives that meet the above aims and the outcomes from the Council's Youth Needs Analysis Report, the Kemp Report proposed the development of a purpose built facility with strong input from youth during the building design phase. It was highly recommended that this building should be placed on the existing Recreation Centre site but positioned in such a way as to also provide a large outdoor activity area highly visible from the passing roading network while at the same time exposing view shafts to the aquatic centre from the road.

Integrated to the aquatic centre these facilities could include the opportunity for young people to learn potentially marketable, 'new age' skills in multi-media, music, computer aided music composition, sound recording, production, 'mixing', and 'cutting' of CDs, while providing a 'Hang Out' place of their own café, games and small performance areas.

Key aspects that favour this position is placing youth in a high focus area that is integrated to the town centre, public transport, the mall, library and tertiary facilities. It provides a highly visible place mixed with other recreational activities that already attract people of all ages and demographics.

In September 2002 a second report was developed by Derek Kemp that investigates the following:

- realising the potential of the recreational precinct;
- critical success factors - models of overseas best practice examples;
- financial and commercial considerations and opportunities;
- public private partnerships;
- ensuring the greatest community benefits and best return, leases, commercial opportunities, and end user groups in the design.

The report concluded that the following places should be included in the integrated planning and design of the Henderson Recreation Precinct to create a regionally significant recreational and leisure complex. These places are:

- The Henderson Recreation Centre and Aquatic Centre;
- Tui Glen;
- Corban Estate;
- Ratanui St/Trading Place.

The report also recommends that the following planning and design principles should be adopted to best realise the broader economic, employment and Henderson Town Centre revitalisation potential. These are:

- attract and actively engage young people living in Waitakere City;
- attract Waitakere residents and workers to spend of their recreations and leisure time in the Henderson Town Centre.

ISSUES

As part of the 2002/2003 Annual Plan process Council allocated \$30,000 for the development of indoor 'Youth Concept' work. In order to progress this work, the following issues have to be resolved and endorsed by the Committee. The issues centre around:

1. A centralised youth orientated facility, and
2. Locally based youth orientated facilities.

Centralised Youth Orientated Facility

Location for a centralised indoor youth orientated facility

As stated in the Waitakere 'Youth Leisure Needs Analysis', the 15 - 18 year olds thought Henderson was the ideal location as they said leisure activities needed to be in the centre so everyone could get to them.

The Council's strategic review also highlighted youth wanting an indoor youth facility to be developed in Henderson.

The Henderson Concept Development Planning Workshop also focused on the benefits of locating the centralised indoor youth orientated facility in the Henderson Town Centre.

Access via public transport to Henderson is well serviced by both the train and bus systems.

There is a large amount of youth associated leisure facilities within the Henderson town centre that already attract youth. Examples of these are:

- West Wave (the enhancements of 'fun elements' to this facility will increase the youth patronage significantly as youth have stated they currently travel to Waiwera and Parakai to utilise the facilities that will be replicated at the West Wave);
- West City Mall. The mall attracts large numbers of youth as a place to 'hang out' and meet their friends;
- Movie theatre complex which are connected to the mall;
- Ten Pin Bowling complex inside the mall;

- Assid Corban Recreation Centre, which is popular not only for social recreation activities but for the live bands that play there occasionally;
- Establishment of UNITEC in Henderson Town Centre.

There are various options within Henderson that could be considered as a location for a indoor youth orientated facility: These are:

- Leasing a commercial site to develop into an indoor youth orientated facility;
 - cost of leasing and developing a commercial site would be significant;
 - significant capital investment could be expected in the development of the facility. The cost of the development would have to weigh against the length of a lease to consider if the significant investment is of value;
 - there are limited available commercial sites to lease that would be suitable, in terms of location, cost effectiveness and practicability to develop in the Henderson Township;
 - commercial / industrial could mean isolation from the other “hang out” places mentioned above and the availability of a variety of public transport services plus anything close to the centre would have high rental or be due to undergo redevelopment in the near future due to the regeneration of Henderson central.
- Purchasing a commercial site to develop into an indoor youth orientated facility;
 - cost of purchasing a commercial site would be significant;
 - significant capital investment could be expected in the development of the facility;
 - there are limited available commercial sites to purchase that would be suitable, in terms of location, cost effectiveness and practicability to develop in the Henderson Township;
 - commercial / industrial could mean isolation from the other “hang out” places mentioned above and the availability of a variety of public transport services plus anything close to the centre would have high rental or be due to undergo redevelopment in the near future due to the regeneration of Henderson central.
- Redeveloping a council owned facility and developing it into an indoor youth orientated facility;
 - no cost to purchase council owned facility;
 - significant capital investment could be expected in the development of the facility.

This report recommends that the options of leasing or purchasing a commercial site for the development of an indoor youth orientated facility not be endorsed. This is based on:

- the cost of these options being significant, due to the need for both leasing/purchasing and capital facility development costs;
- the limited commercial sites available to lease/purchase that would be suitable, in terms of location, cost effective and practicable to develop in the Henderson Township;
- the risk of isolating youth from the mainstream areas.

This report recommends that the option of redeveloping a council owned facility into an indoor youth orientated facility be endorsed. This is based on:

- cost to develop a youth orientated facility would be significantly lower than the above options due to no requirement for leasing/purchasing of the facility;
- the ability to integrate a facility to enhance council's existing investments e.g. wave west and the proposed civic centre/library/UNITEC;

- to place youth into a vibrant area to assist economic growth, be on an integrated public transport system and not isolate them from the general population;
- 'Kemp' initiatives proposed in the Henderson concept planning.

In addition to the above reasons, there are several council owned facilities in the Henderson Town Centre in good location and practicable for developing into a youth orientated facility. These council owned facilities are:

- Henderson Recreation Centre; which has yet to be upgraded due to the development of Henderson Town Centre revitalisation and the Waitakere Sports Complex;
- Corban Estate, which will be developed more for overall arts with no particularly dominance of one group;
- Apple and Pear Board site, which Council has just purchased for the film industry;
- the Henderson Town Centre Revitalisation development is proposed to include forms of Community Facilities that could assist in potential relocation of existing users of council owned facilities that could be used in the development of a youth orientated facility;
- the Waitakere Sports Complex could have the ability to accommodate certain physical recreation users.

However, Corban Estate is to be developed more for overall arts with no particularly dominance of one group, and the Apple and Pear board site is to focus on the film industry so a facility for just youth on this site would be inclined to isolate them from being in the "centre" of things and able to be part of a mixed demographic area.

Both the Waitakere Youth Leisure Needs Analysis and the Henderson Concept Development Planning Workshop indicate strongly that of the Council owned facilities in the Henderson Town Centre, the current site of the Henderson Recreation Centre be investigated as a potential site for an indoor youth orientated facility.

A1 Attached at page A1 is an artist's impression of what a centralised indoor youth orientated facility at the Henderson Recreation Centre could look like.

There will be issues that will have to be dealt with relating to the current tenants of the Henderson Recreation Centre, however some current tenants plan to move to new locations in the future. The timeframes for the moves are:

- Arts Trust relocating to Corban Estate has occurred;
- library will relocate to new Henderson Library building at approx end of 2005;
- proposed community facility(s) in Ratanui/Trading street will be reviewed as part of the overall concept for Henderson;
- Sport Waitakere to relocate to Waitakere Sports Complex early in 2004.

A2-A3 A more comprehensive timeline for the Henderson Town Centre development is attached at pages A2 to A3.

There will still be a large percentage of current users of the Henderson Recreation Centre who would need to be relocated in the future if this option progressed. This will have to be investigated and form part of the research.

This report recommends that the Council officers research the Henderson Recreation Centre to assess its suitability in terms of location, cost effectiveness and how practicable it would be to develop it into an indoor youth orientated facility.

Scope of services for a centralised indoor youth orientated facility

The main findings from speaking with youth indicate that the leisure activities they undertake focus on socialising with their friends in informal settings, rather than organised and formal activities.

Activities outlined below make up a significant proportion of youth's leisure time:

- 'Hanging out';
- Concerts/gigs;
- Listening to music;
- Dance parties;
- Nightclubs.

It is envisioned that the centralised indoor youth orientated facility would focus on the social/passive leisure aspect of youth leisure activities. The active sporting aspect of youth's leisure activities, which is still significant, is anticipated to be catered for in the development of the Waitakere Sports Complex.

A more detailed scope of services will need to be further researched and consulted with the youth of Waitakere City, then brought back to the committee for endorsement, and used as a reference for developing the bulk and location of the proposed indoor youth orientated facility.

It is anticipated that if the research is positive in terms of progressing the youth orientated facility on the Henderson Recreation Centre site, then additional resources would be required in the 03/04 draft annual plan to progress a detailed design.

This report recommends that the scope of services for a centralised indoor youth orientated facility would focus on the social/passive leisure aspect of youth leisure activities.

Locally Based Indoor Youth Orientated Facilities

Location for locally based indoor youth orientated facilities

The Waitakere Youth Leisure Needs Analysis highlighted the need for development of locally based indoor youth orientated facilities. This is the preferred location for the 13-14 year old age group to undertake their leisure activities at.

This is due to this age group feeling safe by undertaking activities locally, not being allowed to travel outside of their local area, or not being able to afford the transport costs to travel outside their local area to participate in leisure activities.

With the 13-14 age group preferring locally based facilities, and indoor physical recreation activities still being significantly popular with youth, it will be important that a wide range of leisure activities are initiated.

It is proposed that existing community facilities such as the New Lynn, Kelston, Te Atatu Peninsula and Ranui Community Centres, and Massey Leisure Centre have an increased focus for youth orientated programmes and services. This concept has been trialed at several of the above-mentioned facilities with great success.

This report recommends that existing community facilities increase their focus on youth orientated programmes and services to address the youth needs for locally based indoor youth orientated facilities. Additional funds may be required to implement the above recommendations.

Scope of services for a locally based indoor youth orientated facilities

The scope of services for locally based indoor youth orientated facilities would ideally be based around a mixture of indoor physical recreation and social activities, as indoor physical recreation activities are still significantly popular with youth.

Examples of existing community facilities increasing their focus to include youth orientated programmes and services are:

- New Lynn Community Centre has contracted the YMCA to operate youth nights. This has been trialed for the past four months with 80 - 90 participants regularly turning up. The initial concept has been based around physical recreational activities such as 3 on 3 basketball, table tennis and break dancing. The programme commencing early in the 2003 year will look to include workshops and social/art type activities;
- Massey Leisure Centre has hired two part time staff dedicated to youth programmes. They operate a youth night, which incorporates social physical recreation (basketball/funk dance classes and workshops focusing on youth self esteem). Their youth nights received the '2002 National YMCA Award for Focus on Youth';
- Te Atatu Peninsula and Kelston Community Centres have been utilised in partnership with Sport Waitakere to deliver youth dance nights over the past three months with significant success;
- Ranui Community Centre has initiated holiday programmes and young mothers' group.

This report recommends that the scope of services for locally based indoor youth orientated facilities would be based around a mixture of indoor physical recreation and social activities.

Additional funds may be required to implement the above recommendations. A report detailing past, present and future youth programmes based at community facilities outlining possible funding requirements will be brought to the December Committee meeting.

FUTURE STEPS

If the recommendations of this report are endorsed by the Committee the following process will be put in place to progress the concept planning for the centralised indoor youth orientated facility.

1. Set up youth facility concept project group. An Elected Member representative would be requested to join the project group.
2. Undertake a developed concept plan for the proposed youth facility based on the Kemp facility initiative. This work would identify exact building bulk and location, relationship to the Aquatic Centre, Cranwell Park, green network and direct connections to the Henderson civic area. It would identify actual youth activity spaces, room sizes and indoor/outdoor flow and uses. The work would include an estimate of development costs.
3. The developed concept plan would be undertaken in the 2002/2003 financial year from existing budgets and would be reported back to the Committee for comment by June 2003.
4. A budget to take the developed concept plan to architectural and detailed design stage would be included in the draft 2003/04 Annual Plan.

RESOURCES

\$30,000 and staff time in Leisure Services have been included in the 2002/2003 Annual Plan to develop the indoor 'Youth Facility' Concept further.

Staff time from Strategic Projects has also been budgeted in the 2002/2003 Annual Plan to work on the various projects, including the proposed indoor youth facility, related to the Henderson Town Centre revitalisation.

CONCLUSION

Three important research projects have been undertaken; the Waitakere Youth Leisure Needs Analysis Henderson Concept Development Planning Workshop and the Strategic Review – Community Consultation with all studies indicating strongly that the Henderson Town be the location for a centralised indoor youth orientated facility, and further suggest the current site of the Henderson Recreation Centre be investigated as a potential site.

The main findings from speaking with youth indicate that the leisure activities they undertake focus on socialising with their friends in informal settings, rather than organised and formal activities. It is envisioned that the scope of services for the centralised indoor youth orientated facility would focus on the social/passive leisure aspect of youth leisure activities.

A more detailed scope of services will be further researched and consulted with the youth of Waitakere City, be brought back to the Committee for endorsement, and used as a reference for developing the bulk and location of the proposed indoor youth orientated facility.

The need for locally based indoor youth orientated facilities was highlighted in the Waitakere Youth Leisure Needs Analysis. This is the preferred location for the 13-14 year old age group to undertake their leisure activities.

It is proposed that existing community facilities such as the New Lynn, Kelston, Te Atatu Peninsula and Ranui Community Centres, and Massey Leisure Centre continue to have an increase focus for youth orientated programmes and services.

RECOMMENDATIONS

1. That the information be received.
2. That the City Development Committee endorse the Henderson Town Centre as the preferred location for a centralised indoor youth orientated facility.
3. That the City Development Committee endorse the option of redeveloping a Council owned facility into an indoor youth orientated facility in the Henderson Town Centre.
4. That the City Development Committee endorse that Council officers research the Henderson Recreation Centre to assess its suitability in terms of location, cost effectiveness and how practicable it is to develop into an indoor youth orientated facility.
5. That the City Development Committee endorse in principle that the scope of services for a centralised youth orientated facility focuses on the social/passive leisure aspect of youth leisure activities.
6. That a more detailed scope of services will be further researched and be brought back to the City Development Committee for endorsement.

7. That the City Development Committee endorse that existing community facilities increase their focus on youth orientated programmes and services to address the youth needs for locally based indoor youth orientated facilities.
8. That the City Development Committee select an Elected Member representative for the indoor youth facility project group.

Report prepared by: Danny O'Donnell, Leisure Services Manager and Janet Hannan Strategic Projects.



8 WAITAKERE CITY WELLBEING COLLABORATION PROCESS

PURPOSE OF THE REPORT

This report updates the City Development Committee on progress with initiatives being developed as part of the Wellbeing Collaboration process.

BACKGROUND

The Waitakere Departmental Intersector Group and the Community Wellbeing Network jointly hosted the Waitakere City Collaboration Forum in February this year. The Forum's outcomes included a number of key actions that in total reflected a desire to work in a three-way shared process.

In order to carry out the detailed planning required for the Wellbeing process in a three-way partnership a Collaboration Strategy Group was established in July. The membership of this group includes senior Central Government managers, community network representatives and council staff.

Previous reports this year have detailed the key actions recommended at the Collaboration Forum and progress on implementing them.

At its meeting of 13 May 2002 the City Development Committee considered the report on the outcomes of the Collaboration Forum and resolved that:

“That the Key Actions on Collaboration and Wellbeing outlined in the Agenda Report be endorsed for further scoping and clarification”

875/2002

STRATEGIC CONTEXT

Council has established a tradition of working closely with Central Government and community organisations to improve the wellbeing of the city's residents. This has become known as the 'Waitakere Way'. Council has taken a facilitative role and developed a wide range of partnerships. The Wellbeing process has evolved as a key initiative for Council since 1996 when the first Wellbeing report was produced.

The Council's current strategic review and consideration of future priorities for the City provides an opportunity for the development of joint priorities in the Wellbeing process.

ISSUES

Since the last report to the Committee in August there has been significant progress in a number of areas associated with the Wellbeing process.

Collaboration Project Manager

At its meeting on 12 August 2002 the Committee resolved that:

“That approval be given for Council to assume the role of employing authority for the Collaboration Manager position”

2537/2002

The Collaboration Strategy Group subsequently approved a job description and the position was publicly advertised. The Partnerships and Advocacy Manager convened a selection panel with representation from both Central Government and community sectors. The panel has appointed Mark Allen, formerly of City Leisure Services, to the position; Mark formally took up the position on Monday 21 October.

Five government agencies have now committed to resourcing the position: Community Employment Group (Department of Labour); Ministry of Social Development; Ministry of Health; Department of Child Youth and Family and Housing New Zealand Corporation.

Collaboration Strategy Group

As outlined in the last report membership of the Collaboration Strategy Group is drawn from senior government managers from the Departmental Intersector Group, representatives of the Community Wellbeing Network and Council.

The key responsibilities of the Collaboration Strategy Group are:

- planning the Wellbeing process;
- developing specific collaborative projects;
- setting the direction and work programme for the Collaboration Project Manager.

Council Representation

With the ongoing development of the Wellbeing Collaboration process into a three-way partnership the issue arises of how Council's role as a partner/stakeholder is exercised in the governance of the partnership. Council's role has shifted from being both facilitator of the process and a participant to being a partner in the process. Council is represented at a political level in the Community Wellbeing Network; Councillors Hulse and Fenton are the current representatives.

Staff represent Council on the Departmental Intersector Group and on the Collaboration Strategy Group.

It is anticipated that further governance restructuring will follow as an outcome of the December Summit. There will also be a review of the overall framework of meetings and their alignment given the new partnership arrangements that have emerged during this year. Council representation will need to be reviewed at this point; with particular emphasis on whether it is exercised at management or political level, or a combination of both.

Focus Areas

Within a number of long-term strategic outcomes it is proposed that effort be targeted within three Focus Areas for the next three years. These were selected on the basis that collaborative effort has the potential to make the greatest difference in these areas. The areas selected are:

- great Start (0-8 years);
- safe Families;
- life Changes (Quality Transitions).

Calls to Action

In previous reports mention was made of selecting a few 'Banner Goals' and directing support and resourcing for projects to these priorities. The term 'Banner Goals' has proved confusing so it is proposed that the term 'Calls to Action' be used instead.

Within the Focus Areas mentioned above a number of 'Calls to Action' are being discussed and developed through a working party of the Collaboration Strategy Group.

The following 'Calls to Action' represent work in progress. A verbal update will be given to the City Development Committee at the meeting, and full details will be subject to a further report.

- "Every student in Waitakere City leaves school with an action plan for their future";
- "Every new migrant and refugee is enabled to settle successfully in Waitakere City";
- "Violence against women and children is reduced";
- "Every child has access to a quality pre-school education".

The Selection criteria for 'Calls to Action' include:

- it answers a need or problem that has been identified as a priority;
- it is achievable within three years;
- it will make a measurable improvement to Wellbeing;
- it will motivate and 'strike a chord' with the community;
- it requires multi-agency collaboration to achieve;
- it doesn't reinvent the wheel - focus on areas where there are already current initiatives underway and added value can be achieved through collaboration.

Each of these will have objectives, proposed actions, and links to existing national and local strategies. There is an emerging synergy with the strategic platforms and associated actions that Council is currently considering as part of its strategic planning process. Councillors are invited to make comment on these proposed 'Calls to Action'.

Recognising that these 'Calls to Action' are still in development it is recommended that they be endorsed in principle by the Committee to guide the contributions of Council representatives at the Wellbeing Summit.

Wellbeing Summit

A Wellbeing Summit is being organised for Monday, 2 December from 9.00am to 1.00pm at the New Lynn Community Centre.

The Summit's objectives include:

- informing participants about developments in the Wellbeing process since the Collaboration Forum;
- discussion and confirming priority 'Calls to Action';
- clarifying ongoing work streams, roles and responsibilities.

Invitations will be sent to a wide range of organisations. Advertisements will also be placed in local media so that interested members of the public can register to attend. All Councillors have been invited.

Following the Summit the Collaboration Strategy Group will play a key role in supporting the various work streams and lead agencies in particular.

A further report will be presented to address more specifically any action and resource implications for Council arising from the outcomes of the Summit.

RESOURCES

Council's contribution to the Wellbeing process can be met within current allocations.

CONCLUSION

Work on the outcomes of the Collaboration Forum has now progressed to the point that:

- an appointment has been made to the position of Collaboration Project Manager;
- the Collaboration Strategy Group is planning the Wellbeing process in a three-way partnership;
- work is progressing on developing 'Calls to Action' to focus collaborative effort over the next three years;
- a Wellbeing Summit is planned for December to confirm the next stage of the process.

RECOMMENDATIONS

1. That the information be received.
2. That the City Development Committee endorse the draft 'Focus Areas' and 'Calls to Action' in principle, subject to further reports as to details of programmes and allocation of funds and resources.

Report prepared by: Tony Rea, Partnerships and Advocacy Leader: Wellbeing.



9 WAITAKERE ECO TECH WORKING PARTY UPDATE

PURPOSE OF THE REPORT

To provide feedback from the Waitakere Eco Tech working party's investigations into the most appropriate role and responsibilities for the group in assisting the development of Waitakere as an Eco Tech City.

BACKGROUND

Business and community groups have challenged Council to take a more active role in IT issues (improving IT infrastructure, access and skills for the community and local business). In February 2002 the Waitakere Eco Tech working party, consisting of representatives from the community, business and Council, was established to examine the aim and role of a possible Eco Tech Community Trust to assist in the development of Waitakere as an Eco Tech City. The deliberations of this group needed to be reviewed within the context of Council's existing work programme and commitments, as well as other externally driven initiatives with implications to Waitakere City.

In September 2002, the City Development Committee adopted a framework for Council's Waitakere Online Strategy. That framework identifies a vision, goals and objectives for Waitakere Online and mechanisms available for Council to achieve them. The Committee also considered gaps in the existing Waitakere Online work programme and requested that the Waitakere Eco Tech working party investigate the potential role and terms of reference for a Waitakere Online Liaison and/or Advisory Group to address some of those gaps (primarily in relation to the co-ordination and support of external/community-led IT initiatives, including investigation of options to provide free web hosting services for local community groups).

STRATEGIC CONTEXT

Ensuring the development and provision of appropriate communications infrastructure, technologies and skills to business and communities has an important role in the social and economic development of the City, contributing towards Council's long-term prioritisation for Urban and Rural Villages, Transport and Communication, Strong Innovative Economy, Strong Communities and Strong Democracy.

Developing the Eco Tech capabilities of Waitakere in partnership with Council, business and community, builds upon (and provides a tool to support) Council's ongoing vision and strategic platform of being a sustainable Eco City.

ISSUES

Initial discussions around the formation of a Community Trust were hampered by a lack of an agreed purpose and Council's uncertainty around its involvement in such an entity. At this stage, in order to engage in Council processes and funding pathways and to start delivering results, it was agreed that the working party be formalised as an Advisory Group to the City Development Committee.

The working party agreed that whilst individual projects are generally driven by many partners, an independent overview and integration would be of benefit to improve the synergies between projects, and enable a critical path to be identified between closely linked projects, thereby ensuring that the agreed Eco Tech vision is advanced.

In addition it is likely that an integrated approach may attract funding and support from many different avenues and will assist in generating long-term momentum and sustainability for the Eco Tech project.

The agreed role to be provided by any formalised Eco Tech group is likely to incorporate the following elements:

Advisory Group to be developed as the umbrella advocate, communicator (includes marketing), co-ordinator and first point of contact for Eco Tech knowledge and advice within Waitakere City.

- provide strategic integration between community, business and Council initiatives;
- champion smart ideas that will ignite further investment within Waitakere City;
- assist the community to help themselves:
 - market the opportunities and advantages available via IT technologies;
 - facilitate the sharing of available resources;
 - Identify and address gaps in local knowledge that prevent project implementation;
 - city-wide information base and system required to assess and map local knowledge, skills and expertise;
- connect groups that have undertaken similar projects (avoid duplication; ensure synergies)
 - the Advisory Group itself does not envisage getting involved in the “doing” but it would facilitate connections with groups that can provide that level of support when required;
- develop strategic partnerships and facilitate access to funding
 - group members to actively identify and target funding opportunities for IT-related projects and channel those opportunities through to local projects (providing for assistance with funding proposals as required).

In the short-term, the working party is meeting regularly and is planning for two half-day workshops by the end of the year. The current focus of work is to identify priority projects for the group to champion and to develop a Terms of Reference for the Advisory Group. Projects to be supported by the Advisory Group will be evaluated against their ability to improve the following IT elements:

- access (private or community-owned access points and levels of access);
- literacy (community trained to make effective use of technology);
- content (on-line material and services of perceived value to community);
- creation (community to have knowledge, skills & facilities to present own views/ information);
- dissemination (equitable access via portals, meta-data, meta-indexes and registries).

Waitakere e-Democracy Group (WeDG) will continue to explore options to support community web-sites in conjunction with the Waitakere Eco Tech working party and the Council.

The Waitakere Eco Tech initiative has buy-in from Council and from leaders in local business and the community. The group has a strong motivation to prove itself as a successful partnership in developing Waitakere as an Ideas Portal for the South Pacific and an Eco Tech City. A more detailed summary of the immediate focus of work for the Eco Tech City Advisory Group will be available at the City Development Committee meeting.

Council has a key role to play as a major city employer of IT resources, its role as a regulator and enabler of development and its provision of internet access through its library system. The Advisory Group will provide Council with advice on priorities and may make requests for funding for Council within established funding frameworks.

RESOURCES

It is acknowledged that Waitakere Online is one of many strategic priority projects currently being addressed by the Waitakere City Council. It is also acknowledged that community representatives and enthusiasts are contributing a significant degree of personal time towards this project. It is evident that significant work needs to be done and that more resources will be required. Council's existing role has been referred to earlier. This is an issue which is yet to be resolved by the Directors Group of Council and it is likely to involve a recommendation to Council for the reallocation of resources from other Council projects.

CONCLUSION

The energy and technical expertise in the community in relation to this IT-related area of work is very encouraging. Current membership of the working party is by Council appointment and invitation. A clear governance structure, terms of reference, programme of work, resourcing and terms of engagement need to be established for ongoing work on priority projects.

Ensuring the setting of clear objectives and a deliberate strategy to achieve them will provide a sound basis for Council to support business and community initiatives to advance the Eco Tech capability and resource of the City in a way that provides clear and transparent governance and working relationships and maximum return on any Council investment in terms of funding and resources.

RECOMMENDATIONS

1. That the information be received.
2. That the Waitakere Eco Tech working party continues to investigate and prioritise projects to be supported by any formalised entity developed from the current Waitakere Eco Tech working party.
3. That the Waitakere Eco Tech working party be formalised as an Advisory Group to the City Development Committee and that the Advisory Group's Terms of Reference and proposed programme of work be reported to the City Development Committee.
4. That the Chief Executive be requested to provide the City Development Committee with comment on the potential resource implications of progressing the priority projects identified by the Waitakere Eco Tech working party.

Report prepared by: Janet McDonald, Waitakere Online Project Manager.



10 ARTS AND CULTURAL STRATEGY

PURPOSE OF THE REPORT

'Weaving the Fabric of a City' - Waitakere City Council Draft Arts and Cultural Strategy presents a ten-year vision for the arts and culture of the City and a three-year action plan for Council approval. In doing this it documents the scope of arts and cultural activity in the City currently and identifies areas of excellence and need. This strategy will enable cohesive planning for future Council expenditure.

BACKGROUND

A Cultural and Arts Policy was produced in 1991 shortly after the formation of Waitakere City. As a direct result an Arts Advisor was appointed in 1993 and a Community Arts Coordinator was appointed in 1994. That early policy was seen to be out of date by the late 90s but the arts practice of the City developed in innovative and unique ways nonetheless. Some of the results have received national recognition.

In late 1998 Waitakere City Council received \$1.45 million as the City's share of the Auckland Regional Services Trust (ARST funds), to distribute to significant arts and culture projects in the Auckland region. To determine how to use these funds wisely a research document on arts and cultural needs in Waitakere City was commissioned and presented to Council in 2000. In order to establish priorities for spending the funds as well as planning for the future, Council approved the development of an Arts and Cultural Strategy in 2001. Work on this document commenced in January 2002. This work was guided by an Advisory Group chaired by Councillor Janet Clews and comprising Cr Denise Yates and a cross section of representatives from the Arts and Cultural sectors - Anna Chrichton, Jocelyn Reese, Te Warena Taua, Mihi te Huia, Taha Fasi, Mary Holehan, Tanya Wikinson and Daniel Grigg.

Copies of the full draft strategy have been placed in the Councillors lounge and individual copies were sent to each Councillor in preparation for a workshop to discuss the strategy.

STRATEGIC CONTEXT

The importance of culture is noted in a number of key background documents for Council operations. Agenda 21 discusses the importance of culture for a community. Council's Draft Greenprint integrates arts and culture as an essential ingredient of the City. The Local Government Bill 2001, currently at Select Committee stage, has as one of its significant proposals that the purpose of local government is to promote the social, economic, cultural and environmental wellbeing of communities.

Other existing and proposed strategies and policies of Waitakere City e.g. Heritage, Libraries, Marae Support, Pacifica Arts and Culture mesh well with the Draft Arts and Cultural Strategy. Their relationships with this strategy has been taken into account and there is some cross-referencing.

Regional and national initiatives have also been taken into account, in particular those of Creative New Zealand and Industry New Zealand (re creative industries), Arts Work Strategy and regional and national Maori and Pacific Island arts and cultural initiatives.

ISSUES

The vision for the strategy has been developed as:

"Waitakere City and its people are enriched by a vibrant sustainable environment of arts and cultural activities"

Process issues

1. The strategy has been designed to be culturally inclusive. To this end the strands of arts and culture have been defined as:

- individual practitioners;
- organisations;
- projects and activities;
- venues and sites;
- communications.

Intersecting with this are Council's delivery mechanisms. This structure has provided a framework for observing the arts and cultural landscape - the 'snapshot' - and is a way of checking that all areas are covered in the subsequent analysis.

2. Although considerable consultation occurred for the Needs Analysis a slightly different lens was applied for this strategy, with more emphasis on cultural communities. Engagement with iwi/ Maori was of primary importance and the perspectives of Te Kawerau a Maki, Ngati Whatua, Hoani Waititi Marae and Waipareira Trust were taken into consideration.

In addition there were interviews, focus groups and workshops with cultural groups (e.g. Pacific, Croatian, Dutch, Chinese), the Multicultural Society, youth (primary schools, secondary schools, Youth Council), stakeholders (e.g. Lopdell House Society, Waitakere City Arts and Cultural Trust), West Auckland Sculpture Trust, community arts councils, performing arts and literary sector groups, creative industries sector (design, architecture, popular music), Enterprise Waitakere (tourism), Portage Licensing Trust, Waitakere Licensing Trust.

3. The broad spectrum of additional consultation gave strength to the development of the principles, outcomes, goals and actions.

Principles

The principles for the Strategy are proposed as:

- Principle 1: Arts and cultural expression are by and for everybody.
- Principle 2: Maori arts and cultural expression are visible and treasured as integral to the life of the City.
- Principle 3: Knowledge of the City's many cultures is a source of strength and a cause for celebration.
- Principle 4: Arts are critical to the City's development socially, culturally, environmentally and economically.
- Principle 5: We celebrate who we are through our arts and cultures.
- Principle 6: Waitakere City provides a sustaining environment for arts and cultural activity to flourish.
- Principle 7: Local arts and cultural activity impacts on, and is impacted by, regional, national and global environments.

Priorities

The priorities identified for the next three years are proposed as:

1. Practitioners
 - Continuation of art design practice;
 - Youth - staff/ venue/ resources;
 - Maori - Kapa haka groups as cultural ambassadors.
2. Organisations
 - Cultural groups - neighbourhood festivals;
 - Develop governance support;
 - Protocols for Maori initiatives.
3. Projects
 - Develop partnerships - business, education;
 - Performing arts venue feasibility study (*see Appendix 7: Theatre research*);
 - Creative industries strategy;
 - Creative incubator pilot;
 - Festivals - neighbourhood/ current;
 - Maori led art projects;
 - Cultural planting and harvesting.
4. Venues
 - Corban Estate Arts Centre development, including PI development;
 - Lopdell House precinct development.
5. Communications
 - Current and developing communications
 - Oral histories

Next Steps

Once Council has adopted the broad strategy, staff will be able to use it to develop projects and budgets for the Annual and Long term Council Community Plan processes. In addition, the Strategy needs to be “designed” for wider distribution and it is intended that this should include short form versions of the strategy targeted to different sectors as well as an easy to read version of the complete strategy.

RESOURCES

Implications for Council

1. A number of actions are tagged as ‘weave into Council practice’ with no direct financial implications - these would support arts and culture in tangible and intangible ways.
2. To fully support the proposed programme for the next three years would take the equivalent of three new staff members with a focus on: sponsorship, youth projects and community driven projects. These resource requirements will be considered by Council in the normal manner through the Annual Plan process along side other strategic priorities.
3. Individual projects will be proposed through the annual plan process.

CONCLUSION

The draft Arts and Cultural Strategy has been developed drawing on previously completed research and an extensive consultation process with a wide range of interested people and organisations. A ten-year vision has been outlined and priorities have been established for the three-year action plan. These priorities begin to address some of the gaps in the arts and cultural tapestry of the City. Key items are aimed to address support of youth, Maori aspirations, cultural communities (oral history project), Pacific Island aspirations, arts precincts (Lopdell House, Corban Estate) as well as feasibility studies/ pilot schemes for a performing arts venue, creative industries, a creative incubator and developing support for festivals.

RECOMMENDATIONS

1. That the information be received.
2. That the Arts and Cultural Strategy - 'Weaving the Fabric of a City' be adopted with resource issues to be referred to the Annual Plan process.
3. That the resource requirements for the proposed Arts and Culture Strategy be considered as part of the 2003/2004 Annual Plan.

Report prepared by: Joy Hames, Manager: Policy Development.



11 INDICATIVE ASSET MANAGEMENT PLAN - HARBOUR BERTHS LIMITED

PURPOSE OF THE REPORT

This report provides for Council comment on the Indicative Asset Management Plan-Harbour Berths Limited which has been developed for Auckland Regional Transport Network Limited's ferry subsidiary, Auckland Regional Transport Network Limited Harbour Berths Limited.

Auckland Regional Transport Network Limited's Statement of Corporate Intent requires the shareholding Councils to consider and make comment on draft Asset Management Plans.

BACKGROUND

Waitakere City Council supports the Regional Land Transport Strategy and the Passenger Transport Action Plan, which promote the development of significant passenger transport improvements across the region. Ferries are identified as a key component of developing an integrated public transport system.

To facilitate the development of ferry services for the region, Waitakere joined with Auckland, Manukau and North Shore cities in a joint regional project to acquire, upgrade and manage the passenger ferry facilities. The major objective of this project was to facilitate growth of the passenger ferry market, consistent with the objectives of the draft Auckland Regional Ferry Strategy 2000.

The draft Auckland Regional Ferry Strategy 2000 identified the then existing fractured provision, ownership and access to wharves and terminals as a key constraint to the growth of ferry services. Securing public access to key wharves around the region to ensure that ferry operating companies could compete with each other in the provision of services and ensuring that no company was in a position to control access to wharves, was viewed as critical to successful development of a regional ferry service.

Progress in implementing the draft Auckland Regional Ferry Strategy 2000 has been made in the past 18 months including:

- agreement on a regional governance structure for ferry terminal assets - Auckland Regional Transport Network Limited Harbour Berths Limited, a subsidiary of Auckland Regional Transport Network Limited. At its April 2002 meeting, Council resolved:

“That the Council support the ownership and management of the ferry assets being placed with Auckland Regional Transport Network Limited, but that the Council retain the right to review this position when the Hobsonville ferry assets are considered.”

790/2002

- granting of \$32.3 million by Infrastructure Auckland for the purchase of Ports of Auckland assets and the development of identified ferry assets across the region. In Waitakere City this includes the development of a ferry terminal at Hobsonville;
- purchase of assets relating to ferries from Ports of Auckland in June 2002 by Auckland Regional Transport Network Limited Harbour Berths Limited;
- planning and development is occurring as outlined in the application to Infrastructure Auckland. A major upgrade of facilities at Northcote Point has been completed and this wharf can now be used in all weather conditions. Minor works have been undertaken at Devonport, Downtown and Birkenhead.

ISSUES

A4-A53

The purpose of the draft Asset Management Plan is to provide the optimum long-term strategy for the management of the ferry wharf assets in order that the benefits are maintained in perpetuity, taking account of relevant levels of services and Auckland Regional Transport Network Limited policies. A copy of the draft Asset Management Plan is attached at pages A4 to A53. The Plan builds on earlier work undertaken on ferry terminal asset development, including that in the Regional Ferry Terminal Project - Application to Infrastructure Auckland - March 2002.

The draft Asset Management Plan is being reported to Waitakere City Council at the request of Auckland Regional Transport Network Limited's Shareholders Representative Group (SRG). A performance measure for Auckland Regional Transport Network Limited states:

Shareholders are consulted prior to development of infrastructure assets and indicative Asset Management Plans are prepared within two months of acquisition of significant infrastructural assets.

In commenting on the Plan, Council must be aware that the intention is that Auckland Regional Transport Network Limited will be able to undertake any activity in the draft Asset Management Plan without requiring shareholder approval, except for transactions with a value greater than 25% of the value of Auckland Regional Transport Network Limited Harbour Berths Limited. Therefore, it is appropriate that Council ensures that the draft Asset Management Plan reflects its desires for Auckland Regional Transport Network Limited Harbour Berths Limited, and the management of ferry terminal assets. Council's comments will be reported to the Shareholders Representative Group on 20 November 2002 for inclusion prior to adoption.

The Auckland Regional Transport Network Limited Harbour Berths Limited Board will review the draft Asset Management Plan from time to time and shareholders will be advised of these changes with further opportunity to comment. In addition, it is intended that progress on implementing the draft Asset Management Plan be reported to the Shareholder's Representative Group (SRG) every three months.

In intent, the draft Asset Management Plan builds on previous work undertaken in the planning for ferry terminal assets and is reflective of Auckland Regional Transport Network Limited's goal to:

- Provide and maintain a high standard of Terminal facilities, which encourage people to use public transport, including ferries, as their preferred means of commuting throughout an integrated regional network.

However, it also provides a considerable body of new information including work undertaken by Beca Valuations Limited in August 2002 on condition assessments, and a detailed assessment of current performance of elements within the assets and asset valuations. This work does not detail any assets within Waitakere City.

Other areas of the Plan reflect updates in thinking based on further work since the Infrastructure Auckland application. Of particular note to Council is the option of commencing services from Hobsonville earlier than planned. There is currently considerable interest in this site from operators and the draft Asset Management Plan includes the option of developing a service from Hobsonville in 2003, should access to the site become available. Capital development of \$810,000 for a new pontoon, canopy and toilets at Hobsonville has been budgeted for in the draft Asset Management Plan. Waitakere City Council is focused on the outcomes related to the development of a ferry terminal at Hobsonville and should request that adequate funding is retained for this. Given that this is likely to be one of the later developments in the programme, Council should also request that Auckland Regional Transport Network Limited ensure that any cost overruns in earlier projects do not compromise development at Hobsonville.

There are a number of issues arising from this Plan that would be appropriate to raise with Auckland Regional Transport Network Limited. These include:

- need to explicitly recognise that ferry objectives are based on those from Regional Growth Strategy and Regional Land Transport Strategy;
- a statement on how to deal with assets that are currently not included in planning but Auckland Regional Transport Network Limited may take ownership or management of in the future;
- inclusion of West Harbour and Te Atatu as assets with which Auckland Regional Transport Network Limited may have possible future involvement.
- need for refinement of Critical Success Factors to ensure that they fit with Auckland Regional Transport Network Limited and regional policy and earlier work undertaken on ferries;
- need to ensure consistency in costings between capital development and maintenance and operating costs;
- further refinement of future demand - planning needs to be based on Regional Growth Strategy, Regional Land Transport Strategy goals and take into account progress in thinking to date;
- the need to protect the Infrastructure Auckland grant capital for Hobsonville if this facility can't be built in 2003.

These issues should be raised with the Auckland Regional Transport Network Limited Shareholder Representative Group by way of a letter.

RESOURCES

Development of ferry terminal assets will be undertaken by Auckland Regional Transport Network Limited Harbour Berths Limited, with Infrastructure Auckland being the major identified source of funding. Negotiations with Auckland Regional Council over funding continue with currently no outcome.

Waitakere City Council will be responsible for the development and maintenance of supporting facilities such as park and rides and this will need to be budgeted to coincide with any planned terminal development. Should further work indicate that a ferry service from Hobsonville is likely to be commenced in 2003, then supporting funds would need to be included in the draft 2003/2004 Annual Budget.

CONCLUSION

Ferries form an important part of Auckland's transport network and this regional project recognises that ensuring public ownership, upgrading facilities and management of critical ferry infrastructure is key to maintaining and building ferry patronage. Significant progress towards an upgraded ferry service has been made and work is progressing to timeframes identified in the Infrastructure Auckland funding application.

RECOMMENDATIONS

1. That the information be received.
2. That the comments included in this report along with additional comments provided by the City Development Committee be provided to Auckland Regional Transport Network Limited's Shareholders Representative Group by way of a letter and that the Chief Executive and Chairperson of the City Development Committee be delegated authority to sign off the letter.
3. That the item remain confidential until Auckland Regional Transport Network Limited has adopted its Asset Management Plan.

Report prepared by: Glenda Lock, Project Manager: Transport Projects.



12 DEBT FINANCING TRANSPORT PROJECTS

PURPOSE OF THE REPORT

The purposes of this report are to:

- a) Consider debt financing as a way to enable transport projects to progress earlier than as proposed by external funders; and
- b) Provide comments on issues relating to debt financing to the Regional Land Transport Committee.

BACKGROUND

A54-A62 A report entitled "Funding Options and Policies for Auckland Regional Transport Infrastructure and Services" (attached at pages A54 to A62) was received by the Regional Land Transport Committee at its meeting on 22 October 2002. The Regional Land Transport Committee resolved:

"That all the parties at the meeting consider the paper "Funding Options and Policies for Auckland Regional Transport Infrastructure and Services" and report back to the Regional Land Transport Committee their comments, particularly indicating support or otherwise in principle for debt funding transport projects."

The report was prepared by a funding working group as part of a work stream to evaluate regimes for road user charging and implications for governance.

At its July meeting, the Regional Land Transport Committee ranked the top six roading projects as:

1. Manukau extension of SH 20 to SH 1 / Liverpool to Nesdale connection.
2. Esmonde Road interchange (SH 1) / North Shore Busway.
3. Mt Roskill extension (SH 20).
4. Central Motorway Junction.
5. Upper Harbour Motorway.
6. Waiouru Peninsula to SH 1 connection.

Grafton Gully and the Eastern Corridor were not assessed in relation to the above rankings. The list of projects is intended to be reviewed again in February 2003.

According to the draft Regional Land Transport Strategy, there are 19 projects scheduled to commence between 2002 and 2004, with estimates of up to \$1 billion required to fund these projects. The report suggests the funding gap will reach a maximum of \$442 million in 2005/2006 for all proposed roading projects. However, because the figures include projects under investigation they can be considered as a "worst case" scenario. For example \$495 million for the Eastern Corridor has been included in the period 2005/2006 to 2007/2008.

Transfund's proposed funding programme is approximately \$200 million per annum. Transfund obtains its money from the Government's petrol tax and road user charges. Transfund has the legislative authority to debt finance if Ministerial approval is obtained. The Government has been reluctant to have debt on its balance sheet.

Funding must also be considered in the context of changes in central government transport policy, and in levels of funding. The land transport package announced in February 2002 included:

- shift in focus of government agencies from roading to land transport;
- new priorities including reducing congestion; improving funding and delivery of passenger transport; promoting walking and cycling; regional development; and improved road safety;
- intended shift to different methods of evaluation for different types of projects (e.g. motorways and passenger transport projects will not be compared, but will be evaluated against similar projects);
- intention to change legislation so that regional councils can fund, and in some cases own, public transport infrastructure;
- increased total government funding for transport, of \$227 million (over 16 months) from 4.2 cents a litre increased excise duty on petrol, and higher road user charges. Passenger transport to get an increased share of funding, and Auckland to get an increased share of funding;
- intention to introduce legislation allowing public private partnerships and toll roads, subject to constraints and Ministerial approval;
- further work on congestion pricing.

STRATEGIC CONTEXT

The Council has supported the Regional Land Transport Strategy and is keen to see major roading projects progress, including the Upper Harbour Highway and State Highway 20 extension. The Council currently debt finances its own capital expenditure on roads, partly to ensure projects proceed and partly for equity reasons - to spread costs amongst those who benefit from a road now and in the future.

The Regional Land Transport Strategy provides for major improvements to the roading and passenger transport networks over the next 10 years. In order to achieve the intended timetable for implementing projects sources of funding need to be identified and projects need to be prioritised. It is likely that debt financing would be a consideration for only a small number of roading projects.

ISSUES

The Committee's attention is drawn primarily to the following issues:

- continued investigation of methods of debt financing major road projects in a context where there is probably insufficient funds for these projects to proceed otherwise;
- investigation of options for governing any debt financed projects.

With regard to the use of debt to assist the timely construction of projects, there are a number of significant issues that need further work and consideration. These are discussed below. There is a great deal more work to be done before any agreement could be reached that a particular project could in fact be debt financed.

Funding or financing

Raising debt is a method of financing, rather than funding, because funds are still required to meet interest costs and repay the principal amount. The report acknowledges that if debt is raised to bring forward projects, then a source of funds is still required for the interest costs and repayment of the principal amount.

Shortfall in funding and cashflow

The report indicates there is a shortfall in both funding and cashflow in relation to priority roading projects. Debt financing is a tool that is aimed at resolving the cashflow problem by borrowing in advance of the year in which Transfund could provide funding for the project cost. Debt financing would not resolve the shortfall in funding.

The report notes that Infrastructure Auckland has sufficient funds available for priority passenger transport projects until some time between 2006 and 2008. Accordingly, debt financing would not need to be considered until that time for passenger transport projects.

Certainty of funding the project cost

Transfund and Transit NZ would need to commit to a long term programme of projects and funding to provide the certainty that debt on a project could be repaid using funds from Transfund. The report implies that Transfund would not fund the interest costs on a debt (unless possibly where these are part of the total project cost under a public-private partnership arrangement).

Transit NZ intends to provide its 10 year roading programme for the Auckland region by December 2002. Arrangements would need to be clear whether or not Transfund would cover cost overruns on a project.

Who will incur the debt?

The report does not explore whether Transfund, Transit NZ, or a regional entity would incur the debt. However, the report proposes that a regional entity be established to enable borrowing for priority transport projects. This may involve all 'stakeholders' in the region or just those who are directly affected. For example, if the State Highway 20 Avondale extension is debt financed, then Auckland City and Transit NZ might establish an entity to do this. Further analysis of governance arrangements would be required. However, it may be best that any project that is debt funded be governed by the public agencies directly involved and that 'regional' governance arrangements be avoided.

It is contemplated that debt financing would be a tool and only used where appropriate for a project. It is likely that debt financing would be a consideration for only a small number of roading projects. On that basis, there may be a need to establish a specialist regional team to implement a suitable structure and debt financing.

Debt financing is currently available to the Territorial Authorities but not Transit NZ. There is a limited opportunity for legislative change to provide Transit NZ the power to borrow to finance transport projects.

Benefits and costs of debt financing

A63-A65

Debt financing transport projects would enable priority projects to be constructed earlier than is otherwise contemplated by Transit NZ. This would help to implement projects according to a timetable proposed in the draft Regional Land Transport Strategy (attached at pages A63 to A65). There are 19 projects scheduled to commence between 2002 and 2004, with estimates of a maximum funding gap of \$442 million in 2005/2006.

The report contemplates that if projects are brought forward, then the region will benefit from a lessening in congestion on the roads. This would support economic growth desired under the Auckland Region Economic Development Strategy.

The report notes that:

"In economic terms it is desirable to construct these projects as soon as possible because the opportunity cost of benefits foregone significantly exceeds the costs of implementing the transport projects."

This means that the projects have benefits that exceed the present value of the project cost. (Transfund has a threshold benefit to cost ratio of 4:1 for funding roading projects.) Costs have been assessed in today's dollars.

The report acknowledges that:

"Debt funding would increase financial costs for the Auckland Region."

For example, if interest is borrowed at 7% per annum, then the total project cost is increased by 7% each year that the project is brought forward. The interest amount would effectively represent the region's contribution to the cost of the project. This is a funding role that Transfund currently performs.

The region could fund the interest costs from rates or tolls. Alternative ways of meeting these costs could be explored including obtaining funding from Transfund.

If interest costs are part of the overall cost of a project under a private public partnership arrangement, Transfund may be able to fund those costs.

If 10 year funding from Transfund is applied to advance projects, there would be an intensive construction period over say seven years. After that time, future projects would either commence after the 10 year period or would also need to be debt financed.

Implications for Passenger Transport

The Regional Land Transport Strategy calls for significant road and passenger transport investments. Both types of investment are seen as necessary to meet the region's growth.

If Transfund debt funds a 10-year roading programme it may have reduced flexibility for funding passenger transport from 2006 to 2010 when funding from Infrastructure Auckland is expected to be fully used up.

Related issues requiring further investigation

There are several issues that were not considered in the report that merit further investigation. These include:

- any consideration of debt financing should not detract from the region's focus on implementing the passenger transport programme;
- the region should advocate for a larger pool of funding available from Transfund;
- the region should advocate for receiving a greater share of funding from Transfund;
- further investigations are required to identify which transport projects are suitable for bringing forward and when;
- the cost of debt financing should be added to a project and assessed against benefits;
- the nature of governance arrangements. Is there a need to develop a regional governance structure to facilitate debt financing a small number of projects?
- in principle, the costs of debt financing should be allocated to those who benefit from the specific project.

RESOURCES

A regional working group would be required to investigate governance arrangements to enable debt financing of transport projects. This would be a new work stream that is not currently budgeted for. This working group would identify which projects would be suitable for debt financing and also identify any interest costs that would need to be borne by each territorial authority.

CONCLUSION

In principle the concept of debt financing enables the benefits of a project to be achieved sooner than is otherwise contemplated by Transit NZ. There are advantages and disadvantages associated with debt financing, which depend on how it is structured and the extent to which the region is required to meet the interest costs.

Preferably the region would not be required to meet the interest costs and Transfund or Transit NZ could bear the risk and costs of debt financing. There are many issues that require further investigation before the region should commit to debt financing transport projects. However, the Council's support in principle for debt financing would enable these issues to be investigated further. Further information and proposals for projects, funding arrangements and governance structures would need to be brought back to the region for further consideration.

RECOMMENDATIONS

1. That the information be received.
2. That the following comments be provided to the Regional Land Transport Committee:
 - any consideration of debt financing should not detract from the region's focus on implementing the passenger transport programme;
 - the region should advocate for a larger pool of funding available from Transfund;
 - the region should advocate for receiving a greater share of funding from Transfund;
 - the region should consider other ways to advance projects without ratepayers or motorists bearing the extra cost;
 - further investigations are required to identify which transport projects are suitable for bringing forward and when;
 - the nature of governance arrangements. Is there a need to develop a regional governance structure to facilitate debt financing a small number of projects?
 - in principle, the costs of debt financing should be allocated to those who benefit from the specific project.
3. That subject to further consideration of the issues raised with the Regional Land Transport Committee, Waitakere City Council approve in principle the option of debt financing priority transport projects in the Auckland region.

Report prepared by: Kevin Wright, Senior Project Manager, Transport Projects.



13 ROAD WIDENING: STRATEGIC CORRIDOR STUDIES

PURPOSE OF THE REPORT

This report provides information on the scope of, and progress with, the Strategic Corridor Studies being arranged by the Transport Assets Section of the City Services Unit for Council.

It is intended to supplement the report with an informal workshop, sponsored by the City Services and Strategic Units, for committee members at the completion of their meeting.

BACKGROUND

At its meeting, 9 September 2002, the City Development Committee received a report with regard to United Networks overhead to underground power conversion and resolved as follows:

“That following discussions with United Networks Communications and Electricity Divisions revised priority list for power under-grounding be brought back to the Finance and Operational Performance committee for ratification.”

“That the strategic programs for the next 5 years with specific reference to road widening be brought back to the City Development Committee.”

2789/2002

These resolutions stem from concern that priorities for power under-grounding have been affected by the possible need for road widening projects and due to the need to evaluate the desirability of integrated power under-grounding and road widening. As an example under-grounding in Te Atatu Road between the Motorway and Edmonton Road has been deferred owing to the likelihood of road and traffic improvements to cope with the high traffic demands in this section of arterial Te Atatu Road.

The matter of a reviewed programme for power under-grounding is the subject of a separate report to the Finance and Operational Performance Committee in December.

This report provides information to the City Development Committee on plans for road widening, capital road and traffic work planning in general.

STRATEGIC CONTEXT

Council's strategic pathways to sustainability include 'that people be able to get easily and safely to where they need to go by walking, cycling, passenger transport and private vehicle, and that businesses be able to safely and efficiently transport their goods and services'.

Towards this goal Council's draft 2002 strategic planning document proposes specific objectives: that by 2020, over half of all new housing will be in town centres or on major public transport routes, and, 'that by 2020 at least half the population will regularly use passenger transport'.

Council will be required by legislation to have a Long Term Council Community Plan for the achievement of its goals and objectives, including a priced and timed programme for maintenance, renewal and capital works. In the case of Transport Assets this also needs to be consistent with regional and national land use and transport strategies. For all Council's assets the implementation of the programme is subject to audit by Audit New Zealand.

The Transport Assets Section is accountable for maintaining the technical integrity of the City's Transport Assets. This entails consideration of transport capital requirements, including road - widening requirements, necessary for and consistent with Council's strategic goals and objectives. The Strategic Corridor Studies now being administered by the Section are supported by Transfund New Zealand through a 75% subsidy and are enabling the Section to develop sound technical input for the development of the Council's Long Term Council Community Plan.

It is important that the Council be informed of the corridor work and its progress.

ISSUES

Road-widening Programme

Any road-widening project of significance needs to be justified for inclusion in the Council's Long Term Council Community Plan before it can be implemented. There is currently no overall justified road-widening programme.

The strategic corridor studies are the intended process for rigorously identifying future road and traffic requirements, including road-widening. Although there are roads that might be expected, on an intuitive basis, to require widening these cases need to be properly justified, and their timing also needs to be determined. Examples are Te Atatu Road between the Motorway and Edmonton Road, Great North Road between Archibald Road and Sabulite Road, Clark Street in New Lynn, and Titirangi Road between Margan Avenue and Great North Road, and others.

The case of Lincoln Road between Woodford Avenue and Sel Peacock Drive is special. The remainder of Lincoln Road has already been widened to provide 4 lanes and a flush median, in accordance with the overall plan for Lincoln Road. This is the minimum functional cross-section because Lincoln Road is:

1. a Regional Arterial Road in the Waitakere District Plan.
2. the main linkage of Henderson Town Centre to the North.
3. subject to high traffic volumes and steady growth.
4. subject to mixed development requiring safe efficient movement on/off the road.

The Waitakere Hospital re-development requires the provision of signal control and associated widening in the 2003/2004 financial year, for the Hospital entrance and the Noval Road intersection. It may be desirable to complete or partially complete the widening of the Woodford / Sel Peacock section in conjunction with the intersection development, and benefit cost ratios are now being assessed independently of the Strategic Corridor Studies.

Strategic Corridor Studies

Consultants are engaged to study strategic transport corridors (e.g. the Titirangi Road ~ Rata Street corridor) in accordance with Council's briefs. The movement and safety performance of each road and traffic element of a corridor is assessed under present and expected-future travel demands. Improvements are proposed to overcome deficient performance. Improvements are described in terms of cost, benefit, timing of need, and outline drawings and specifications.

The briefs for the Corridor Studies refer to Council's objectives for land use and transport and require walking, cycling and bus priority measures to be considered as integral to proposed capacity improvements.

Methodology

Council provides outline plans and specifications for the existing transport facilities, (aerial photos of roads and intersections, signal phases etc). Route travel-time surveys, road traffic and intersection-movement traffic surveys are undertaken. Using this information performance models for roads and intersections are developed and validated by the Consultant. These estimate the delays and queues appertaining to each significant movement in the corridor.

Council provides road and intersection traffic volumes for future years (2011 and 2021) using the Waitakere 'road traffic assignment model' (WRTAM). The Consultant assesses and improves these future demands and uses them in the validated performance models to obtain estimates of future delays and queues, from which deficiencies are identified.

Improved facilities are designed in outline and then assessed using the performance models.

Level of Service, Triple Bottom Line, and Benefit Cost Ratio

Apart from satisfying strategic objectives, transport improvements should be proposed only if they are really necessary and affordable.

Level of Service (LOS) is a concept used to gauge transport performance. For the present studies the Level of Service scales of the Highway Capacity Manual 2000 have been adopted, and the Transportation Planning Manager, Auckland Regional Council, supports this tactic.

Level of Service is denoted A, B, C, D, E, or F. A denotes an excellent service and F a very poor service for the users of any facility. Three examples are given below:

For traffic routes the levels are defined by average travel speed, allowing for delays at intersections. For an arterial road, with free flow speed in the order of 55 km/h, levels A through F are defined as greater than 50 km/h, 39 km/h, 28 km/h, 22 km/h, 17 km/h, and less than 17 km/h, respectively.

For intersection movements the levels are defined by seconds of average delay. For signals and roundabouts levels A through F are defined as less than 10 s, 20 s, 35 s, 55 s, 80 s, and greater than 80 s, respectively.

For pedestrians at crossings without signals, levels are defined by seconds of average delay. Levels A through F are defined as less than 5 s, 10 s, 20 s, 30 s, 45 s, and greater than 45 s, respectively.

For the present strategic corridor studies the Consultant is required to develop and assess improvements if the prevailing Level of Service is determined as Level of Service E or F. This does not mean that the Council needs to accept any such improvement for inclusion in the Long Term Council Community Plan; it just means that it would be prudent for the Council to take into the consideration the improvement proposed, or some other option.

Although the studies focus on future transport performance the Consultant is required to take into account the social, environmental and economic effects of any proposed project in a common sense way. Detailed triple bottom line accounting for some proposals may be required subsequently before they are included in the Long Term Council Community Plan; this is referred to under the issue of Communication and Consultation, below.

The current criterion for an affordable project is that Transfund New Zealand would subsidize it. Intangibles excepted, Transfund's prevailing 'cut-off' Benefit Cost Ratio (BCR) needs to be achieved. The Consultant is required in the corridor studies to provide the Benefit Cost Ratio for any improvement proposed.

Nevertheless, there may be projects with a low Benefit Cost Ratios, that are desirable from a Level of Service or safety perspective and that Council would be prepared to fund fully. The Consultant is required to identify and develop such projects in the strategic corridor studies. The new traffic signal control at the intersection of West Coast and Glendale Roads is an example of this class of project. This project was motivated by a concern to provide a safe crossing of West Coast Road for pedestrians. Another benefit was an increased Level of Service for general traffic going to and from Glendale Road. These benefits are however cancelled by the greater losses associated with the stopping and starting of the through traffic in Great North Road.

Overarching Strategies and Objectives

It will be apparent from the above that the improvement projects coming out of the strategic corridor studies depend on the future traffic volumes used to analyse transport facilities at the local level.

These volumes need to be consistent with local, regional and national strategies. This need has been provided for in the modelling rationale for the Auckland Region, and followed by Council in its strategic corridor studies.

The traffic volumes input to Council's citywide road traffic assignment model (WRTAM) is essentially the traffic developed by the Auckland Regional Council, in the course of its regional transport modelling for the Regional Land Transport Strategy. Thus the future traffic used by Council does have the required consistency. Allowance is inherently made for the Growth Forum's land use expectations, also the modal shares and the regional transport projects, currently considered most likely by the participants to the Regional Land Transport Strategy.

The briefs for the Corridor Studies refer to Council's objectives for land use and transport and require walking, cycling and bus priority measures to be considered as integral to proposed capacity improvements.

Of particular importance to Waitakere City is the proposed Whau River crossing between Kelston/Te Atatu and Rosebank. Work by Waitakere City Council and the Auckland Regional Council indicates that this project could have major beneficial effects. The Strategic Corridor briefs require all work to be carried out with respect to two strategic options, namely networks including and not including provision for the proposed Whau River Crossing at 2011 and at 2021.

Adaptability and Repeatability

The Council's Strategic Corridor Studies have been designed so that changes to regional and local strategy can be efficiently assessed and appropriately reflected in the Long Term Council Community Plan, subject to the associated traffic demands being made available. The corridor studies do not produce an inflexible master plan for the corridors, rather an adaptable framework for the assessment of optional traffic demands, as well as options for transport capital improvements.

The future traffic demands now being used correspond to the 'balanced' option for passenger versus private transport, and as used for the development of the Regional Land Transport Strategy. The outcomes from the Corridor Studies for the road network are therefore likely to be conservative, relative to Council's draft 2002 local objectives for passenger transport. When these objectives are worked into the Regional Land Transport Strategy, the Corridor Studies outcomes can be readily reworked using the updated regional travel data.

Communication and Consultation

The studies produce a large amount of information for ongoing technical application by Council staff, and this is not generally suitable for direct distribution to stakeholders.

The procedure proposed for dealing with the study results is as follows:

- the results would be reviewed by the Transport Assets Section for technical acceptability, and for the appropriateness of any proposed capital improvement;
- the results with Transport Assets Section comment would be communicated to Council's Strategic Unit for its consideration;
- some new alternatives might be developed and assessed and/or detailed triple bottom line accounting undertaken;
- the City Services and Strategic Units would hold informal Councillor workshops on agreed pertinent outcomes;
- a joint report summarising pertinent proposals would be presented to the City Development Committee recommending communication and consultation with the Community Boards and other relevant Stakeholders;
- a final report would put to the full Council with recommendations for projects to be included in the Long Term City Community Plan.

Current Progress and Ongoing Programme

The Southern Strategic Corridors Study, including studies of Titirangi Village traffic and parking, is complete and is being assessed by the Transport Assets Section. It is expected that the City Services Unit and the Strategic Unit will be ready for Councillor workshops and reporting over February / March 2003.

Data has been collected for and tenders have been requested for the Central Strategic Corridor Studies. These will be completed in the 2002/2003 financial year and it is planned that final recommendations on the Southern and Central Strategic Corridor Studies will be presented to Council in November 2003. The 2004/2005 Annual Plan for Transport Assets capital works would then be supported by a robust agreed capital transport works component in the Long Term Council Community Plan.

As far as the Northern part of the City is concerned, plans for the SH18 motorway replacement are firming and it is known that traffic volumes in the local network will greatly reduce when the motorway is completed. A number of studies have already been undertaken and the timing of a strategic corridor study for the Northern Area is not critical, if necessary.

On the other hand, study of the Henderson Hub in the central part of the City is critical to Council's immediate direction and this work is being progressed within Council with urgency. Outside assistance will be commissioned to expedite and peer review results for the Henderson Hub as necessary.

CONCLUSION

A great deal of work is underway that will identify essential strategic road widening and other capital road and traffic systems works with their costs and timing. This work is being undertaken with proper regard for overarching regional and local policies, and in accordance with good professional practice supported by Transfund New Zealand.

The objective is to establish a very sound basis for communication between Councillors and the Staff of the City Services and Strategic Units, so that all the stakeholders can be efficiently and effectively included in resolving the issues between June and November 2003. The Council will then have sound technical and community information upon which to base all future strategic road and traffic planning decisions. A sound transport capital development component in the Long Term Council Community Plan should then be readily established.

The work is also expected to provide further compelling information to assist Council in a decision to facilitate, or not, a detailed study for a new Whau River Crossing in collaboration with the Auckland City Council and Transit NZ during the 2004/2005 financial year.

RECOMMENDATIONS

1. That the information be received
2. That the City Development Committee participates in a workshop on the issues at the end of its meeting.

Report prepared by: Ross Hill, Service Manager: Transport Assets.



14 PROJECTS SPECIAL COMMITTEE

THE COMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS ORDINARY MEETING HELD ON WEDNESDAY, 2 OCTOBER 2002

MATTERS CONSIDERED

A66-A68

The Committee dealt with a number of items for which it has delegated powers to act and a copy of the minutes of the meeting is attached at pages A66 to A68.

The Committee Recommends:

That the Ordinary Meeting report of the Projects Special Committee held on Wednesday, 2 October 2002 be received.

RP Dallow, QPM, JP
CHAIRPERSON



15 FUTURE OF WHENUAPAI AIRBASE

This report was not available at the time of printing the agenda and will be circulated separately.



16 RAIL PROJECT GOVERNANCE

This report was not available at the time of printing the agenda and will be circulated separately.



17 NEW LYNN LIBRARY DEVELOPMENT OPTIONS

This item will be considered in the Confidential Supplement of the agenda, and has been circulated to members separately with this agenda.

PROCEDURAL MOTION TO EXCLUDE THE PUBLIC

That the public be excluded from the following part of the proceedings of this meeting, New Lynn Library Development Options.

The general subject of the matter to be considered while the public is excluded, the reason for passing this resolution in relation of the matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of the matter to be considered.	Reason for passing this resolution in relation to the matter.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
<ul style="list-style-type: none">New Lynn Library Development Options.	The withholding of information is necessary in order to: <ul style="list-style-type: none">enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 7(2)(i) of that Act which would be prejudiced by the holding of the whole of the proceedings of the meeting in public as follows:

- The report contains information which if released would affect the Council's negotiations.

