

## NOTICE OF MEETING

# CITY DEVELOPMENT COMMITTEE

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

**DATE:**        **Thursday, 5 February 2004**        **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.



30 January 2004

Owena Schuster  
**COMMITTEE SECRETARY**

Telephone (09) 836 8000 extn 8864

### 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, MNZM, JP
	PA	Hulse
	JP	Lawley
	GE	Nash, QSM, JP
	VS	Neeson, JP
	GW	Russell, JP
	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 THURSDAY, 5 FEBRUARY 2004, 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 - Thursday, 4 December 2003

**RECOMMENDATION**

That the minutes of the Ordinary Meeting of the City Development Committee held on Thursday, 4 December 2003, as circulated, be taken as read and now be confirmed.



#### 4 NEW LYNN LIBRARY - PRELIMINARY DESIGN REPORT

##### **PURPOSE OF THE REPORT**

AI-A4

The purpose of this report is to update the City Development Committee on progress with the design of the New Lynn Library, Service Centre, Citizens Advice Bureau and Memorial Square development. The Preliminary Design Report update will be presented by the design team co-ordinated by the project Architects Craig Craig Moller and will include, an explanation of the design concept and projected images of the preliminary design drawings. The Architect's Preliminary Design drawings, as attached at pages A1 to A4.

##### **BACKGROUND**

At the Council meeting of 28 May 2003, the following resolution was passed:

*“That Council reconfirms its desire to locate the New Lynn Library in the central triangle car park, complementing the memorial development, within the time agreed in the draft Long Term Council Community Plan.”*

1032/2003

At its meeting of 9 June, 2003, the Finance and Operational Performance Committee passed the following resolution:

1. *That the brief for the New Lynn Library concept plan allow for the possibility of commercial tenancy space if feasible.*
2. *That Waitakere Properties Limited be commissioned to approach prospective tenants in order to establish a contract for a complementary commercial activity that aligns itself with Council's strategic direction.”*

1125/2003

Craig Craig Moller (CCM) were awarded the Architectural Professional Services Contract for the project in September 2003 following a tender evaluation process which included the six architectural practices selected from the earlier joint Registration of Interest process for both the Glen Eden and New Lynn Libraries.

Subsequently, the architects have led a concept design process that has included extensive brief clarification, in collaboration with other professional sub-consultants and design input from Waitakere City Council internal stakeholders, associated service providers, community groups and Council appointed advisors, including Iwi representatives, a selected lead artist and a consultant Quantity Surveyor. Communication and coordination of the process has been through Council's Project Manager and is progressively reviewed fortnightly by a Project Control Group representing essential stakeholders in the project.

The consultant design team has recently completed the Preliminary Design Stage of the project and has submitted their Preliminary Design Report for Project Control Group approval before progressing into the next stage of Developed Design.

##### **STRATEGIC CONTEXT**

The Auckland Regional Growth Strategy, to which Waitakere City is a signatory, promotes the advantages of urban intensification objectives which will encourage people back into the town centres to live, work, and play in their local areas. This will support the development of vibrant town centres, with a focus on the provision of quality spaces and amenities.

One of the objectives of the Waitakere City Council's 'Long Term Council Community Plan 2003/2004....' is the 'Urban and Rural Villages' platform which sets out Council's strategic intentions for its continued urban consolidation programme. This platform also states that Council will continue to "practice and support sustainable urban development", providing "...for a mix of housing styles to serve a changing population".

The intention of the brief for the New Lynn Library project is to ensure that the final design solution for the Library, Service Centre, Citizens Advice Bureau and Memorial Square development fully integrates the new building and public space into the town centre context and provides a design direction and stimulus for future revitalisation projects.

The library and associated service facilities should achieve the objectives of the following mission statement from Council's Library Development Strategy 1998:

*"To provide open access to leisure and recreation opportunities and to high quality information and knowledge, within a social context, in an equitable way."*

Furthermore, the design for the should also ensure that the total site development concept fits with or supports the intentions of other key Council strategies, programmes, policies and processes, including:

Urban Villages Strategy	Public Transport Strategy
Leisure Strategy	Community Revitalisation
The Greenprint	Customer Services Review
The Better Building Code (Section D4)	New Lynn Charrette
Parks Strategy	Safety Strategy
Draft Arts and Cultural Strategy	

To date, the City's overall development programme has been successful in achieving the key outcomes contained in the various Council strategies. Notable projects within the New Lynn Town Centre context include; the Community Centre, Manawa Wetlands and the Rewarewa Bridge, (all of which have received awards for design excellence), Memorial Drive, the extension of Lynnmall, and \$150 million of stimulated private-sector redevelopment of both commercial and residential property, all within a 10 minute walking radius of the rail station. The Library project presents a further opportunity to add activity and vitality to the town centre, as well as providing quality library and associated services that are relevant to the 21<sup>st</sup> Century

## ISSUES

### 1. Site Development - Progress To Date

The selected Library site within the main triangle of the town centre has been defined and was made available through recent land-swap negotiations with McDonalds Restaurants who are redeveloping adjacent sites. Recent progress on site development has included the following:

- The old New Lynn Community Centre has been demolished and the construction of the new McDonalds Restaurant has commenced.
- The re-routing of electrical reticulation, with Council and McDonalds as joint clients, has been completed.

- The next stage of the site preparation will be the re-design of the sanitary sewer reticulation network and associated works with the trunk sewer owned by Watercare. Negotiations with Watercare are proceeding and it is expected that a contract for works will be entered into early this year.
- A design for re-alignment of stormwater drains has been initiated in collaboration with Ecowater with the intention of enabling future connection to a sand filter system proposed for the treatment of stormwater from the wider surrounding area.

All infrastructure works related to preparation of the site will be completed within Council's project timeline for construction of the new Library and Memorial Square development.

## 2. Building Design - Progress To Date

The Architects, Craig Craig Moller, were commissioned in early September 2003. The brief requires the architects to design a building of approximately one thousand square metres, which incorporates a Library, Citizens Advice Bureau, and a Service Centre function. It also requires the design of a new Memorial Square which provides a significant public space for the town centre and which accommodates and respects the importance of the existing war memorial on the site. All elements of the design are required to be integrated as a total urban site development.

In line with Council practice, and strategic goals with respect to amenity and creativity, a number of opportunities for the integration of significant art works have been proposed by the architects in collaboration with Council's art advisors and the selected lead artist and will be explained in the presentation at the meeting.

In response to the brief also requiring the architects to maximise environmentally sustainable design elements and services in their concepts, a number of alternatives have been proposed. As was found with the Glen Eden Library, these elements can have a major bearing on construction costs, especially those services and elements that control the air quality, ventilation, heating and cooling of the building's interior environment. Options considered and still being evaluated include:

- **Option 1** - Heavy mass structure with "green" roof - mixed mode ventilation system with forced air supplied from underfloor ducting. (not recommended due to excessive capital cost).
- **Option 2** - Lightweight roof structure - mixed mode ventilation system with forced air supplied from underfloor ducting (or alternative low-level air supply). (Possible solution - recommended).
- **Option 3** - Lightweight roof structure – full conventional air conditioning system. (Probable least capital cost).
- **Option 4** - Naturally ventilated building (not feasible due to limitations on opening windows - determined by the need to meet acceptable standards for acoustic reduction of outside noise).

The major consultation processes with stakeholders in the project have been completed and the Preliminary Design Report and drawings have been presented for Project Control Group approval. The Project Control Group has been involved in the design process throughout and have reviewed the current preliminary design. Members of the Project Control Group agree that the preliminary design for both the building and Memorial Square, very successfully meets the requirements of the brief and the proposed development will create a valuable public amenity and civic presence within the town centre.

### 3. Budget Implications

The cost estimates prepared on the Preliminary Design by Council's consultant Quantity Surveyors indicate, at this preliminary stage, that an increase over the approved project budget in the brief and Professional Services Contract is likely, based on the design response to the brief. A number of factors have been identified which have contributed to this, and the extent and implications of them for the project will be explained at the meeting. Some of the factors include:

- The current approved project budget was established through modified and amended estimates based on the budgets set for a number of previous projects for New Lynn Library. Councillors will be aware that the first budget for the New Lynn Library was approved in 1996. Since then a number of scope and budget changes have occurred, including the development of the New Lynn Community Centre, the completion of stage one of the New Lynn Memorial, and other ancillary works. Other site proposals for the Library have also been considered and discarded over this time. The budget currently available for this project has been derived from the budgets established for former site proposals, after completion of the other works that have been outlined here. As such it is necessary to see how the historical budget aligns with Council's requirements.
- Because the budget has been set for a long period of time, it has been impossible to forecast or allow for the extent of escalation in the construction industry due to the present buoyant building market.
- Sustainable design technologies, together with Council's strategic expectations for the inclusion of environmentally sustainable design elements in its building projects, have increased since the project was first envisaged and the budget first approved. Many of these elements have considerable capital cost implications but, more often than not, provide considerable long term operational and maintenance cost savings and other benefits for building users. Council needs to assess what choices it wishes to make in this area.
- The current design includes considerable areas of roof overhang outside the floor area of the building. These have been designed to provide for shade (thus lowering heat gain from direct sun falling on glazed walls) and for cover over the footpath along McCrae Way, which leads from the rear carpark to the library entry. A wide verandah along the Memorial Square face of the building has also been designed to provide shelter to the library entry and a transition space between the building and public space. These elements contribute to the integration and amenity value of the building within the town centre context and are intended to add to the effectiveness of the project design, however, they also effectively raise the building's cost per square metre.

At this stage it appears that the historical budget provided may not meet Council's brief requirements. A full briefing on the budget and the estimated costs will be given at the meeting once further information comes to hand.

A preliminary value management meeting has been held to assess these cost implications of the design and to identify options for reducing costs. Some possible cost reductions have been identified, but they would struggle to reach desired savings while maintaining adherence to briefed requirements. It is likely that Council will need to make a decision on whether to reduce specifications in the brief or be prepared to increase the budget available.

This issue will be further addressed by the Architects Craig Craig Moller and the Quantity Surveyors at the meeting.

#### 4. Timelines

The preliminary design phase of the project has been marginally extended in order to allow for in depth discussions with the stakeholders and site visits to see operational requirements of other libraries. It was felt that it was beneficial to ensure that the essence of the concept was correct before proceeding further with developed design work.

Currently the project is on track. The following is a brief schedule of milestone targets proposed to be achieved:

- Preliminary design - completion February 2004;
- Developed design stage - February - March 2004;
- Council approval - April 2004;
- Detailed design stage - April - August 2004;
- Tender process - September 2004 - October 2004;
- Construction - October 2004 - August 2005.

#### 5. Presentation

The Preliminary Design Report will be presented by the Architects Craig Craig Moller, their sub consultants and Council's consultant Quantity Surveyors and the various options and their benefits will be explained.

### CONCLUSION

The Preliminary Design concept reflects the brief and expectations of the stakeholders. It is anticipated that the project should progress into the Developed Design Stage from this point so that, with increased design detail and with the architects and Quantity Surveyors working in close co-operation, more accurate assessment of cost implications can be evaluated.

### RECOMMENDATIONS

1. That the New Lynn Library - Preliminary Design Report be received.
2. That the City Development Committee provide guidance on issues relating to brief and budget implications.
3. That the project timeline as set out in the Agenda report be confirmed, subject to confirmation of the brief.
4. That a report be prepared for the Finance and Operational Performance Committee to deal with budget and brief specification issues arising from this meeting.
5. That the preliminary design concept be presented to the New Lynn Community Board for their information, once approved by the appropriate committee.

Report prepared by: Mark Witherington, Project Manager: City Development Projects and Peter Joyce, Project Manager: Urban Design, Strategy and Development.



## 5 FACILITY PARTNERSHIP POLICY

### **PURPOSE OF THE REPORT**

The purpose of this report is to update the City Development Committee on the development of a facility partnerships policy and to seek the City Development Committee's approval for the direction and further development of a draft facility partnership policy.

### **BACKGROUND**

An increasing number of councils are contemplating undertaking partnerships with community groups and schools to facilitate the development and usage of recreation and leisure assets.

Waitakere City Council is often approached by community groups and schools requesting financial support and in return offering the opportunity of a partnership for the development of a new asset or the operation of a current asset, which in turn provides community access to a recreation or leisure asset. At present Council's financial support towards these opportunities is on an ad hoc basis, with no formal process or criteria for Council to assess these opportunities against to allow consistent decisions to be made.

In 2002/2003 research was undertaken to assist Council to identify potential community partnership issues. The next step is to now take this information further and develop a facility partnership policy to guide Council decisions. The Long Term Council Community Plan and Annual Plan Special Committee also passed the following resolution at their meeting on 25 March 2003:

*“That the development of criteria and processes for assessing community facility partnership opportunities with schools is referred for consideration to the Annual Plan process.”*

583/2003

This resolution was then adopted in the final 2003/2004 Annual Plan and \$15,000 provided towards the development of the policy.

### **STRATEGIC CONTEXT**

Council's leisure facilities and activities contribute to the well being of the City's residents by providing recreational opportunities that promote health and social cohesion. Council's Leisure Strategy, Community Facility Plan, Parks Strategy, Youth Leisure Needs Analysis and the Funding Policy guide the provision of these facilities and activities to ensure that they are available to all residents, responsive to changing demands, and are provided efficiently.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided. To improve the well being of the City's people and communities, Council provides and supports a diverse range of leisure opportunities through facility operation and development, direct funding, assistance to access other funding and support of activity initiatives.

Through the Strategic Plan Council has adopted a platform of 'Strong Communities' stating that in the next 10 years Council will develop the City as a renowned hub of social activity, arts, leisure, sports and recreation.

## ISSUES

Research has been undertaken to develop a draft facility partnership policy. This report provides the initial high-level summary from the research on the issues and options that surround the development of a facility partnership policy.

For this initial high-level investigation the research has included interviewing funding agencies (who are likely to contribute capital grants alongside Council), examining other council partnership policies and considering the experiences of other councils working in the area of partnership development and policy formulation.

## FINDINGS OF RESEARCH

Through developing and implementing a facility partnership policy there are five main objectives that Council will achieve. These are to:

- Maximise the community benefits derived from Council's financial partnership contributions (including financial leveraging benefits).
- Standardise the process by which grants are made to community groups and to ensure transparency.
- Utilise the facility partnership policy to support existing Council policies and plans, such as the Long Term Council Community Plan, First Call for Children, Parks Strategy, Arts and Culture Strategy, and the yet to be completed Leisure Strategy.
- Utilise the facility partnership policy to support regional and national plans such as Sport and Recreation New Zealand's 'Sportville' model, and the 'Auckland Regional Physical Activity and Sport Strategy'.
- Form lasting holistic partnerships with community organisations (for example, sports and cultural clubs, community trusts and Sport Waitakere).

From the research undertaken there have been various positive and negative aspects identified for each party involved by having a facility partnership policy. These include:

### **Positive aspects for a community from having a Facility Partnership Policy**

- Having a facility partnership policy replaces the ad hoc approach to funding community initiatives and provides a process, which is both transparent and auditable.
- Community groups can be provided with valuable advice that helps them shape both their development concepts and project expectations. This advice is often beneficial regardless of a council's eventual level of involvement in a project and often saves the groups considerable time and money.
- Community groups are provided with a clear task list, which sets out what they are expected to submit to a council during each facility partnership evaluation stage. Under an ad hoc system it is often difficult to gather the necessary information within the available evaluation time frames.
- By setting the policy out in two or three evaluation stages it ensures that each submitted project is reviewed against a range of appropriate criteria. In the policy's initial review stages proponents are asked for limited high-level information so that a proposal can be reviewed against a council's high-level strategic plans and policy documents. This ensures that community groups do not waste time and money developing projects that are reliant on council capital to succeed but align with none of the Council's strategic objectives.
- Should a proponent's proposal proceed to the next stage of evaluation more focused and detailed information is then requested. By gathering the information at a staged approach ensures community time is optimised by not having to produce unnecessary information and council officers in turn only evaluate in detail projects that align with a council's relevant strategy.

### **Positive aspects for a council by having a Facility Partnership Policy**

- Capital leveraging is an important benefit of a policy. For example, since the inception of the Auckland City Council Facility Partnership Policy four years ago, the Auckland City Council has contributed \$6 million and seen \$22 million dollars worth of community developments completed.
- The Auckland City Council Policy has been so successful politically that Councillors have routinely requested that the 'Partnerships Budget' be increased. The original policy budget was set at \$1million per annum and the policy now receives \$6 million over three years.
- A facility partnership policy allows more community facilities to be constructed in a shorter time period.
- Auckland City Council views their capital contribution towards projects as 'purchasing community access within a facility for a set period of time, usually twenty years'.
- Council is not liable for the depreciation costs on buildings, as it does not technically own the asset. However, if the council sees fit a contribution towards depreciation costs can be negotiated (and potentially delivered in the form of an operational grant).
- Historically many council strategic plans have lacked a meaning to anyone other than councillors, council officers and a select number of special interest groups. However, a facility partnership policy empowers and strengthens a council's strategic plans because community groups look to these documents for guidance on what may be supported under a facility partnership policy. Community groups often adjust their original proposals to meet certain strategic council objectives.
- Council's position can be protected with a number of pre-agreements and contracts, which set out performance measures for a partnership facility. Small annual operational grants can be used as an incentive for organisations to fulfil their contractual obligations. Ad hoc partnership projects often lack any form of ongoing monitoring or firm contractual obligations that safeguard a council's investment.
- Facility partnerships with community organisations help build stronger ongoing community linkages and networks.

### **Positive aspects for funding agencies with a council having a Facility Partnership Policy**

- Stronger links can be forged with a council.
- Information sharing can enable better community wide funding decisions. For example, the Auckland Savings Bank Trust has an information sharing arrangement with Auckland City Council whereby Council's reports and research data is provided to the Trust for use during their own independent evaluation process.
- A transparent policy enables funding organisations to see the rationale for a council's funding allocations. Having a set facility partnership budget demonstrates that a council is serious about community projects but must live within its financial means. Without a set budget funding organisations often feel that a council is 'freeloading' and not contributing their share.
- Joint pro-active partnerships between a council and funding trusts are more realistic when the council has a set policy.

### **Negative Aspects for a community from a Facility Partnership Policy**

- Council cannot assist all the projects put forward for funding.
- The council process may seem slow. For example, the Auckland City Council process takes a minimum of 16 months from the time a proposal is lodged to the time (if successful) it receives a capital grant.

### **Negative Aspects for a council from a Facility Partnership Policy**

- Community groups often have unreasonable expectations regarding issues such as development time frames and levels of funding.
- 'Organisational capture' is often a problem. For example, a large architectural firm may have done free work for a community group under the understanding that they will be considered for any end project design work rather than having to go through a tender process.
- Any facility partnership policy must have a set annual budget with the flexibility to carry over funds between financial years. It is important that this budget is not directed towards other non-related expenditure.
- Council officers have to learn a new skill set in order to get the most out of the facility partnership policy.
- Accurate and early professional advice to community groups when they are developing their projects can save a council considerable time and money. However, Auckland City Council has learned from experience that not all consultants are able to deliver the level of advice required.
- In order to make a difference it is necessary to support projects that have city wide strategic importance. This often necessitates concentrating money on one or two projects rather than distributing smaller capital contributions to a range of projects.

### **Direction for Waitakere City Council's Facility Partnership Policy**

The research that has been undertaken has provided the basis for a draft direction for the development of a facility partnership policy. This direction and development of a facility partnership policy will enable Council to develop a transparent policy that will allow Council decisions on funding partnerships to be clear to both Council and the community, as opposed to the current ad hoc approach towards these funding decisions.

This report seeks the City Development Committee's approval of the direction and further development of a facility partnership policy. By approving the development of the policy Council is agreeing to work in partnership with community organisations, schools, funding trusts and potentially other councils. However, if the City Development Committee approves the development of this policy there are various issues regarding the direction of this policy that need to be considered by the City Development Committee. These issues include:

#### **1. Budget**

The research undertaken has highlighted that to gain the most benefit from the facility partnership policy, and to have the most successful partnerships, a committed set amount of capital each year is required to contribute towards these partnerships. This budget should also have the flexibility to be spread across multiple financial years. This is primarily because Council will be a partner in projects with other stakeholders (for example, community groups, funding trusts and potentially other councils). All of these stakeholders are dependant on one another for the success of the development project.

**2. Strategic Focus**

The facility partnership policy should have a city wide strategic focus and be controlled by a central Council Committee for it to work more efficiently. Existing policies at other councils that are not set out with a citywide focus are failing to meet strategic objectives and are often perpetuating existing planning deficiencies.

The facility partnership policy will also work alongside the Leisure Strategy, which is currently being developed. The Leisure Strategy will identify the current and future needs of the community in terms of the leisure and recreation assets required. This Strategy will be an important strategic document for the success of the facility partnership policy.

**3. Number of Projects**

To gain the greatest impact the facility partnership policy should fund a reduced number of large strategic projects, as opposed to funding numerous smaller projects. This is due to the belief that these smaller projects are better developed via other community funding mechanisms.

**4. Council's Role in Partnerships**

To ensure that the Council needs are met Council should be an active partner with an involvement in the detailed project formation, tendering, the design stages and management systems. Any grant application should be conditional on all of the Council's non-negotiable requirements being met. This process is likely to involve pre-agreements and formal contracts.

To gain the most benefit for both parties involved in a project, Council should not directly undertake the role of project manager in partnership projects, however Council should be represented on the project control group as a full and active partner. This is following the advice of Auckland City Council who has learned that it is far more advantageous to appoint a 'neutral' project manager for partnership projects.

**5. Project Boundaries**

A facility partnership policy provides Council with the opportunity to look at proposals in terms of catchment areas as opposed to just City boundaries. Looking at catchment areas would then provide Council with the potential to combine their capital with other councils' capital and develop joint projects along a common boundary zone based more on a facility's potential catchment. This approach would potentially enable Waitakere City to leverage funding from Auckland City, North Shore City, and Rodney District Council's, as long as the project's catchment extended into the respective council's area. Auckland City Council has already indicated an interest in examining the potential for such joint partnership projects.

**6. Operational Funding**

A further point for the Committee's consideration is whether a limited amount of operational funding towards these partnership projects is included within this facility partnership policy or dealt with through a different procedure.

## Evaluation Criteria

It is proposed that three distinct policy stages are set, with more focused and detailed information being required at each stage. Each stage will then have different types of evaluation criteria to optimise the community's and council officers' time. The criteria outlined below are the types of criteria to be used during each stage:

### Stage One Criteria

- Potential partners must be 'not for profit' organisations such as community groups, iwi, schools or educational providers.
- Projects for core or primary healthcare, education, welfare, or worship are excluded.
- Potential partners must be legally constituted (incorporated society or charitable trust).
- The proposed facility must be within Waitakere City or on the periphery of Waitakere City and demonstrate a clear benefit to and usage by the ratepayers of Waitakere City.
- Proposals must be for capital development or redevelopment (debt servicing and operational funding are excluded).
- Consider the extent to which the proposal aligns with Council's city wide strategic objectives (as set out in documents such as the Long Term Council Community Plan, 'Leisure Strategy' and 'Parks Strategy').
- Consider the extent to which the proposed site is capable of facilitating a quality community facility (for example, the location and quality of public access).

### Stage Two Criteria

When a proposal reaches stage two of the process Council would request more detailed information from the potential partner and would then need to consider and evaluate this information against criteria such as the following:

- The impact the proposed facility will have on existing or proposed community infrastructure. For example, is the proposed facility likely to impact negatively on existing facility catchments or damage planned infrastructure networks?
- The extent to which the proposal will facilitate increased community participation.
- The extent to which the proposed facility allows for future proofing. For example, is the site large enough to enable expansion in the future, could additional partners become involved at a later date - 'Sportsville'?
- The appropriateness of the proposed project's scale relative to the level of capital assistance being sought. For example, is Council getting value for money given the community benefits?
- The potential of the project to resolve existing community infrastructure or capacity building problems. For example, will it centralise several existing sports club buildings into one so as to free up additional open space on reserves.
- The quality of the potential partners involved in the proposal. For example, their track record and skill base.
- The degree to which partner organisations have shown the ability and willingness to develop and share in a shared vision for a facility. For example, the willingness shown by a potential partner to enter into a true active partnership with Council.
- The potential partner's own resources and ability to access resources. Those organisations with significant revenue streams, large business operations, the ability to access loan monies or sponsorship assistance will receive lower priority.
- The extent to which the proposed facilities' feasibility has been researched and logically thought through from a community perspective by the potential partner.

### Stage Three Criteria

Once a proposal has satisfied Council in the stage one and stage two evaluation, more detailed information is asked from the potential partner which will then be considered and evaluated against criteria such as the following:

- The extent to which the proponent has demonstrated the ability to develop and then operate the proposed facility.
- The quality (and credibility) of the likely community use levels being proposed within the facility and the degree to which these levels align with the size of capital grant being sought. For example, is the proponent likely to monopolise use of a facility at the expense of the community?
- The extent to which all the potential partner's visions align with Council's vision for the facility.
- The likelihood of the proposal proceeding within Council's preferred timeframe.
- The extent of community support for and involvement in the project.
- The degree to which the proposed facility meets the needs of key community target groups. Those who do not benefit significantly should also be identified.
- The degree to which the proposal aligns with Council's strategic documents, such as the Long Term Council Community Plan, 'Parks Strategy', and yet to be completed 'Leisure Strategy'.
- The extent of likely positive and negative community impacts generated from the facility. This includes social, environmental and economic impacts and the ability to increase or decrease these as applicable.

Stage two criteria can be re-evaluated if additional information is available.

At Council's discretion further cost benefit or feasibility analysis can also be undertaken to provide greater information.

### The Next Step

This report seeks the City Development Committee's approval for the development of a facility partnership policy and the direction of this policy, as outlined in this report. If the City Development Committee approves the development of the policy and its direction, the next step will be to take the findings from the research undertaken thus far further to provide the City Development Committee with a final draft policy for its adoption. This draft policy will include:

- Council's outcomes and objectives;
- The key principles of the policy;
- The process for Council entering into a partnership, covering those initiated by Council and those initiated by a community group or school;
- Evaluation criteria to assess each proposal against that will allow Council to determine the suitability and priority of each;
- Parameters and minimum requirements expected of potential partners and of Council if a partnership is entered into;
- Impact of Council's Financial Management Policies.

This draft policy will also take into consideration project feasibility, both operationally and from a capital development perspective and will be developed with ongoing consultation with the relevant parties. This draft policy will be brought back to the City Development Committee in May 2004 for their consideration and endorsement.

## RESOURCES

The budget for carrying out the development of a facility partnership policy has been provided for through the 2003/2004 Annual Plan. Staff providing support to the development of this policy has also been provided for through the Annual Plan. \$20,000 per year has been allocated in the Long Term Council Community Plan for the evaluation stages of the draft facility partnership policy. \$500,000 per year has been forecasted in the Long Term Council Community Plan for Leisure Facility Development, which could provide the necessary budget to action the facility partnership policy.

## CONCLUSION

There is a need for Council to develop a partnerships policy that will guide Council in its decisions towards financial support provided for partnership opportunities with community groups and schools regarding the development and utilisation of leisure and recreation assets. At present this financial support is provided on an ad hoc basis. The proposed development of a facility partnership policy will enable Council to have a transparent process for assessing potential initiatives.

Leisure Services has undertaken research to develop a facility partnership policy for Waitakere, and this report presents the preliminary high-level findings from this research. These findings include an outline of the positive and negative aspects for Council, the community and the funding agencies through the development of this policy. It is proposed that any proposals put forward through this policy, should the city Development Committee approve its development and adoption, would be evaluated in three stages to optimise the time and effort put into the project by the community and by Council Officers. This report also provides an indication of the evaluation criteria that are proposed at each of these stages, which will be included within the proposed policy.

The approval of the City Development Committee is now sought to continue the direction and development of this facility partnership policy. In seeking this approval the City Development Committee will need to consider and endorse the adoption of a transparent facility partnership policy that will require Council working in partnership with various other organisations. The City Development Committee will also need to consider whether Council is prepared to commit a set amount of capital each year towards partnership initiatives, and whether this policy will have a strategic city wide focus with decisions made by a Council committee as opposed to a more localised approach where decisions are made by Community Boards. A further point for the City Development Committee to consider is whether operational funding towards partnership projects will be considered within this facility partnership policy.

## RECOMMENDATIONS

1. That the Facility Partnership Policy Report be received.
2. That the City Development Committee approve the concept of working in partnership with community organisations, schools, funding trusts and potentially other councils through a Facility Partnership Policy.
3. That the City Development Committee approve the development of a facility partnership policy to guide Council's funding support to partnership opportunities with leisure and recreation assets, based on the draft direction outlined in the Agenda report, as part of the draft direction for the Facility Partnership Policy.
4. That the City Development Committee support the requirement for Council to commit a set amount of capital each year towards supporting projects through a Facility Partnership Policy.

Report prepared by: Helen Anderson, Leisure Projects Leader.

## 6 AUCKLAND REGION MAJOR EVENTS ACTION PLAN

### PURPOSE OF THE REPORT

The purpose of this report is to provide the City Development Committee with information about the Auckland Region Major Events Action Plan and seek approval to participate in its further development.

### BACKGROUND

The Auckland Regional Major Events Action Plan seeks to secure collaboration between local authorities and central government agencies, commercial sponsors and other participants in the events industry.

Several organisations active in the region have been involved in development of the Action Plan over the course of the previous year, such as Auckland City, Manukau City and North Shore City Councils. Tourism Auckland has acted as the initial regional facilitator, with input from the events community to develop the Action Plan.

### STRATEGIC CONTEXT

The economic development opportunities associated with events are acknowledged both locally and regionally. The Waitakere City Council's draft Economic Development Strategy recognises the role events have to play in promoting sustainable economic development - an identified action is for the development of an events strategy to ensure that the City has a package of events that reflect the city's strengths, cultural diversity and its EcoCity vision.

The Auckland Regional Economic Development Strategy also highlighted the role events can play in economic development and promotion of the region. One of the initiatives identified includes the support and development of an Auckland regional action plan to target, attract and exploit international events. The development and implementation of the Action Plan responds to this initiative.

### ISSUES

#### Collaboration

The intention of the Action Plan is to encourage networking and collaboration to create an environment in which major regional events are supported. The leadership function for individual events will remain with the lead local authority for the event. The issue of Waitakere City not currently being a member of Auckland Tourism will not affect our involvement in this grouping.

#### Action Plan Focus

The Action Plan is focused around three key initiatives:

- **Local leadership** - challenging each local authority to set targets for developing major events, either entirely within its own area or in partnership with neighbouring authorities.
- **Reducing compliance and complexity** - aligning processes and policy in order to develop consistency and encourage best practice. This is similar to the successful approach taken by Film Auckland.
- **Engaging with industry** - development of a collaborative network.

## **Network Creation**

In order to facilitate the above three key initiatives two strong regional networks are required. Networks will be formalised by the creation of a 'Major Events Team' to include organisations with a role in event planning and management (territorial local authorities, New Zealand Trade & Enterprise, Tourism Auckland and events organisers). This Team will initially meet on a monthly basis to discussion around early priorities under the Action Plan and drive the creation of a business plan. Operating alongside the 'Major Events Team' will be a 'Major Events Network' that is to meet quarterly with the aim of furthering co-ordination and collaboration across a wider grouping of organisations. At a local authority level is suggested that this 'Major Events Team' be comprised of local authority officers who have involvement in developing and implementing event strategies.

## **Number of Events**

The Action Plan sets out the target for the region to host some 12 or more 'major' events by July 2005. New and additional events are included in this total. Council officers have had some initial discussion on this point and it is felt that Waitakere could 'put its hand up' for 2 events, one of which would be the National Dog Show.

## **Benefits of involvement to Waitakere City**

Major events can be seen as economic drivers in that they create positive opportunities for employment and business development, build investor confidence and bring money to the local economy through tourists attending events. Officer involvement will enable further collaboration on event strategies and implementation as appropriate for the individual events, joint understanding of industry standards and requirements, and opportunity to lever benefits associated with major events held in other parts of the region.

It is felt, that with an overall regional event strategy, the Auckland region has a stronger basis for applying for national funding for regional events from central government - competing together rather than against each other.

Officer involvement in this network structure builds on the local network around commentary events, which has been working well with informal discussions and meeting with other local authority event officers.

## **RESOURCES**

Prior to development of the business plan there is limited detail about the cost associated with being involved. At this early stage the only resources required are likely to be in relation to officer time to engage in the network meetings. It is thought that any costs would be on a project-by-project basis and would be dependent on how many organisations would partner over each project.

## **CONCLUSION**

An Auckland Region Major Events Action Plan has been developed, giving effect to one of the initiatives under the Auckland Regional Economic Development Strategy to promote the region. In order to maximise benefit from regional events the Action Plan calls for regional collaboration.

## **RECOMMENDATIONS**

1. That the Auckland Region Major Events Action Plan Report be received.
2. That Council participation in the further development of the Auckland Regional Events Action Plan strategy development be approved on the proviso that the only resource required at this time is staff time and that any further resourcing requirement be referred back to the City Development Committee.

Report prepared by: Jennifer Cook, Partnerships & Advocacy Leader: Economic Development and Andrea Johnston-Taylor, City Event Co-ordinator.



## **7 COMMUNITY ACTION ON YOUTH AND DRUGS - CAYAD**

### **PURPOSE OF THE REPORT**

The purpose of this report is firstly, to advise the City Development Committee that a two-year fully funded contract has been entered into with the Ministry of Health to establish a community action on youth and drugs programme in the city. Secondly, the report gives an update on progress in implementing the project. Finally the report seeks the nomination of a political representative onto the project Steering Group.

### **BACKGROUND**

This is one of fifteen projects funded by the Ministry of Health for two years: 1 November 2003 to 30 October 2005. The sites were determined by the Ministry based on an analysis of a number of health and social indicators, and in Waitakere's case, taking into account Council's proactive stance with respect to drug issues under Mayor Harvey's leadership, and the long history of working collaboratively to achieve community wellbeing outcomes. The purpose of the project is to improve the health and wellbeing of the population by reducing methamphetamine, cannabis and other drug related harm, and increasing community ownership and capacity to address these health issues.

Government has adopted an Intersectoral National Drug Policy and this Community Action on Youth and Drugs initiative contributes to the implementation of this Policy. Key objectives of the project are:

- To reduce harm;
- To increase informed community debate;
- To promote positive whanau responses;
- To reduce supply of drugs to young people;
- To develop local capacity to support young people.

The project does not have a focus on treatment.

## STRATEGIC CONTEXT

*Safe City* is identified as one of five priorities in the Waitakere City Council Long Term Council Community Plan.

The Community Action on Youth and Drugs initiative sits within the Safe Waitakere 'family' together with crime prevention, injury prevention, alcohol safety, and road safety.

The initiative is timely given rising community concerns over the effects of the misuse/abuse of methamphetamine, as well as the endemic use and detrimental effects of cannabis within sectors of the community.

## ISSUES

The Ministry of Health approached Council in October 2003 with the offer of a contract to sponsor a Community Action on Youth and Drugs project in Waitakere City. Given the degree of urgency, a contract was signed by the Chief Executive on 10 November 2003 for the project commencement date 1 November 2003.

The focus of the project is on raising community awareness, and increasing community capacity to address the social and family harm associated with the misuse/abuse of drugs.

The contract with Ministry of Health specifies three outputs with specific activities within each output:

**Output One** - Establishing a reference group and developing action plans. Activities include:

- Appointing at least 1.5 full time equivalent positions including a project coordinator;
- Establishing a steering group of key stakeholders by March 2004;
- Setting aside a budget of at least \$10,000 annually to be allocated to support community action projects;
- Consultation and needs assessment;
- Development of action plans, utilising the expertise of SHORE/Whariki (evaluators).

**Output Two** - Implementation of Community Action on Drugs action plans. Activities include:

- Partnerships to encourage a wide range of community involvement;
- Working with Maori, neighbourhoods, media, sports and other youth organisations;
- Employment and training, economic development;
- Workforce development.

**Output Three** - Evaluation. Activities include:

- Utilising the Ministry of Health Community Project Indicators Framework;
- Working with SHORE/Whariki evaluators.

## Council Role

It has been made clear to the Ministry of Health, and to Council's potential partners in the project, that Council has accepted the contract management role for the establishment phase only, at this point. It is not known what specific ongoing governance or employment arrangements will be required, and it would be premature to anticipate the outcomes of the initial phase.

## PROGRESS TO DATE

Preliminary discussions with key stakeholders have commenced with a view to forming the project Steering Group. At the time of writing an initial meeting of the Steering Group was scheduled for 23 January. The nomination of a Councillor onto the Steering Group, to represent Council views is sought.

A contractor, Tina Meharry, has been engaged to undertake an information-gathering exercise - identifying existing and planned programmes/services; to locate and collate available data/statistics on issues, needs and priorities; and to assist in planning for the summit on drugs.

A Community Summit on Drugs is tentatively scheduled for Monday 29 March 2004. The purpose of the Summit is to bring together key government and community stakeholders to debate and confirm the issues, needs and priorities and to agree on and develop appropriate strategies and action plans. A further report on organisation of the summit and Council roles in it, will be brought to the March meeting.

## RESOURCES

The Ministry of Health contract is for a total of \$337,000, which comprises \$156,000 plus GST per annum plus a one-off payment of \$25,000 plus GST.

Council/Safe Waitakere staff are providing the initial impetus to the project. The final shape and form of the project has yet to be determined, however Council contributions will continue to be met from within existing budgets and resources.

## CONCLUSION

The Community Action on Youth and Drugs contract with the Ministry of Health presents Council with a timely opportunity to significantly 'power-up' the community's awareness and responsiveness to the drugs issue.

Preliminary steps have been undertaken to set up the Steering Group, and a contractor has been engaged to commence an information-gathering exercise, and assist in planning for the Community Summit on Drugs at the end of March.

The nomination of a Council representative to the Community Action on Youth and Drugs Steering Group is sought.

## RECOMMENDATIONS

1. That the Community Action on Youth and Drugs Report be received.
2. That the City Development Committee endorse the actions of the Chief Executive in executing the contract for the Community Action on Youth and Drugs Programme.
3. That the City Development Committee appoint a representative to the Community Action on Youth and Drugs Steering Group.

Report prepared by: Michael Mills, Crime Prevention Projects Leader, Strategy & Development.



8 **WAITAKERE SAFER COMMUNITY COUNCIL TRUST**

**PURPOSE OF THE REPORT**

The purpose of this report is to advise the City Development Committee of the outcomes with respect to negotiations with the Waitakere Safer Community Council Trust, and the implementation of a new crime prevention portfolio within Council in the Safe Waitakere 'family'. The report outlines changes in the terms of future contractual arrangements with the Crime Prevention Unit arising from the national review of the Safer Community Council network.

This report also seeks the nomination of a Council representative to the new Crime Prevention Reference Group.

**BACKGROUND**

The following resolution was passed at the 7 August 2003 meeting of the City Development Committee:

*"That the recommendations contained in the Review of Council's Crime Prevention Arrangements as presented be approved in principle, subject to final negotiations with the Waitakere Safer Community Council Trust, and the Crime Prevention Unit."*

1632/2003

The recommendations contained in that Review are:

1. That Council notifies the Waitakere Safer Community Council Trust that it does not intend renewing the contract for services after 31 October 2003.
2. That Council creates a new position within the *Safe Waitakere* 'family', using funding from Council and the Crime Prevention Unit.
3. That Council invites key partners to set up a Crime Reduction Reference Group to provide information and support to the new position. This group could include Council, Police, Maori and Pacific Island representation, and specific community agencies with a crime reduction focus.
4. That from 1 November 2003 - 30 June 2004, the new position will:
  - Undertake a strategic planning exercise to develop a Crime Reduction Business Plan to submit to Crime Prevention Unit for funding for Financial Year 2004/2005;
  - Co-ordinate the setting up of the Crime Reduction Reference Group;
  - Co-ordinate the implementation of the Council/Police MOU;
  - Represent Council on the local, district and regional planning groups;
  - Contribute policy advice and specialist expertise to Council;
  - Participate in *Safe Waitakere*, Wellbeing Network and Collaboration Project;
  - Maintain and support community networks and projects in accordance with the 2002/2003 Business Plan, and in particular with Maori, Pacific Island and youth.
5. That Council staff support the process of disestablishing the funding contract with Waitakere Safer Community Council Trust as at 31 October 2003, including:
  - Identifying and addressing issues concerning the management of assets and liabilities, funds, documents and records;
  - Managing the transition of support and funding to on-going community projects.

## STRATEGIC CONTEXT

*Safe City* is identified as one of the five priorities in the Waitakere City Council Long Term Council Community Plan.

## ISSUES

### **Waitakere Safer Community Council Trust**

In the latter part of 2003, the Waitakere Safer Community Council Trust undertook a series of facilitated workshops to consider options for the future. At a Management Committee and Community Consultation meeting on Wednesday 15 October 2003, a number of community “bottom lines” were determined.

Firstly, it was resolved to close down the operation of the Trust by the end of the year (2003). The work of the Trust was affirmed with recognition of its many achievements, which were celebrated at a function on 16 December 2003. Present trustees were asked to work on the kaupapa and intention of the new structure with Council, the Police and the Crime Prevention Unit. A clear statement was made concerning the role of Mana Whenua, and the demand for partnership with the community. The need for a community advisory group was emphasised, along with clear processes for consultation.

After discussion with Council officers, it was agreed to place the Trust into recess, rather than formally wind it up, as there may be a time in the future when it is appropriate to again use the legal entity. From 31 October, funding to the Waitakere Safer Community Council Trust was terminated.

### **Safe Waitakere Crime Prevention**

The position of Crime Prevention Project Leader was created in the Partnerships and Advocacy Section of Strategy and Development, and located within the *Safe Waitakere* group of projects. The author was appointed to this position, on a fixed term employment contract to implement the recommendations contained in the Review. The key responsibilities for this position are:

- Strategic planning and advice, local and regional;
- Relationship management and community engagement;
- Project management;
- Work programme co-ordination and colleague support.

Progress to date includes preparation of the Memorandum of Understanding with the Police, the signing of which is scheduled for 5 February 2004.

At a regional level, the position of Territorial Local Authority Strategic Advisor has been reworked and readvertised.

### **Appointment of Council representative to Crime Prevention Reference Group**

The formation of a Crime Prevention Reference Group, which will involve members of the former Safer Community Council, is currently underway. The Group will advise and support the work of the Crime Prevention Leader.

The appointment of a Council representative to the Crime Prevention Reference Group is sought. Given Cr Hulse’s former role as Chair of the Waitakere Safer Community Council, it is appropriate that she be considered for this position in order to provide continuity of representation and accountability in the transition of the crime prevention kaupapa and business activities from the Trust to Council.

## Crime Prevention Unit

On 23 October 2003, the Crime Prevention Unit released the findings of their review of the Safer Community Council Networks.

The new model proposes a 'hierarchical' structure that takes into account the size of the population, and relative levels of reported crime. The groupings are: metropolitan centres; large provincial centres (with higher than average levels of crime); customised responses (for large and small centres with specific crime issues or special circumstances); Iwi; and Pacific Peoples.

A common theme across all areas is the need for a closer and more effective engagement of local authorities in planning for crime reduction.

Crime Prevention Unit identifies 11 metropolitan areas (including Waitakere City). Characteristics of the new approach include:

- A recognition by Territorial Local Authorities of the importance of crime prevention and its strong connection to community safety (clearly indicated as a key community concern in local citizen surveys);
- A recognition that the Safer Community Council structure is not meeting the local need;
- A willingness by Territorial Local Authority leaders (both political and corporate) to take local ownership of crime prevention initiatives;
- A commitment by Territorial Local Authorities to providing local governance and funding to crime prevention initiatives.

The approach is:

A Council-led crime prevention initiative that is:-

- Managed, co-ordinated and governed directly by the Council;
- Supported by the Crime Prevention Unit with funding and crime prevention expertise and knowledge.

This approach requires strong leadership and ownership of local crime problems by the Local Authority, and recognises that the most appropriate place for governance of crime prevention responses is through the existing structures of Local Authority Council committees.

Council obligations will include:

- Provision of local leadership in crime prevention and community safety planning (within the Long Term Council Community Plan and Annual Planning processes) using a problem-solving approach to address local crime problems;
- Selection of other relevant partners to support local initiatives (eg Police, Child Youth and Family, business interests etc);
- Coordination and management of local level planning and action plans.

The Crime Prevention Unit and the Local Authority will identify those local priorities that are consistent with the national priorities (Crime Reduction Strategy) and agree to the support and interventions required by both parties to achieve crime reduction outcomes.

The approach will support and resource regional initiatives where these are seen as appropriate.

## **Funding**

Historical allocations of funding will no longer apply. The available funding will be used to accommodate the specific programmes of action agreed with each metropolitan centre. The Crime Prevention Unit will give priority to providing funding where it is most needed - decisions will be made on a case-by-case basis supported by as much evidential information as possible and consistent with the agreed priorities for action. Funding will be on the basis of a long-term commitment (minimum three-year period), with negotiated crime reduction or programme implementation milestones for the release of incremental funds.

Council will commit to support local crime prevention efforts by the employment of staff at an appropriate level to develop and implement crime prevention and community safety initiatives and co-funding of suitable crime prevention initiatives.

The Crime Prevention Unit has continued to provide funding to Waitakere City Council up to 31 October 2003, and has now confirmed that funding levels will continue for the balance of the financial year to June 2004. This will give sufficient lead time to introduce the new structures and funding criteria/processes for 2004/2005.

## **RESOURCES**

All costs are being met from current budgets and resources.

## **CONCLUSION**

In August 2003, the City Development Committee resolved to discontinue funding to the Waitakere Safer Community Council Trust, and to create a new crime prevention portfolio within Council. Subsequently, the Trust has decided to go into recess, after having negotiated a set of "bottom lines" principles that are critical to the successful transition of responsibilities from the Trust to Council, and to ensure the on-going effectiveness of the project.

A new Crime Prevention position has been created within Safe Waitakere, and progress is being made on implementing the recommendations contained in the Review of Council's Crime Prevention Arrangements.

The new structures within Council are consistent with the outcomes from the Crime Prevention Unit's national review of the safer community council network, which seeks to establish a robust contractual arrangement with Council that is driven by a comprehensive and focused strategic planning process.

Given Cr Hulse's former role as Chairperson of the Waitakere Safe Community Council, her nomination as Council's representative to the new Crime Prevention Reference Group is recommended.

## **RECOMMENDATIONS**

1. That the Waitakere Safer Community Trust Report be received.
2. That the City Development Committee appoint Cr Hulse as Council's representative to the Crime Prevention Reference Group, taking into account her former role as Chairperson of the Waitakere Safer Community Council, and the need to provide continuity of representation.

Report prepared by: Michael Mills, Crime Prevention Project Leader, Strategy & Development.



9 **WAITAKERE ETHNIC BOARD**

**PURPOSE OF THE REPORT**

The purpose of this report is to present a report to the City Development Committee from the Waitakere Ethnic Board seeking formal recognition from Council and to recommend that officers be delegated to enter into dialogue with the Board during 2004 in order to develop an appropriate process of engagement with the city's ethnic communities.

**BACKGROUND**

Requests have previously been made by ethnic groups through the Annual Plan process and presentations to Council for the establishment of an ethnic advisory body to advise and liaise with Council regarding the issues of migrant, refugee and early settler ethnic communities in Waitakere City.

In response to these requests, the issue of an ethnic advisory council was referred by the City Development Committee to the West Auckland District Council of Social Services for consideration as part of the New Out West process in November 2002.

The need for a mandated ethnic advisory body was strongly endorsed by ethnic communities at the launch of New Out West in May 2003 and the issue was subsequently progressed through the New Out West Democracy project, with a small working group drafting a constitution and options for structuring the proposed organisation. The Waitakere Ethnic Board was formally launched at the Inaugural Annual General Meeting in September 2003 by Hon Chris Carter, Minister of Ethnic Affairs and Local Government.

A5-A11

The Waitakere Ethnic Board made a presentation to Council's 17 December 2003 meeting requesting formal recognition and funding assistance from Council, as attached at pages A5 to A11.

Council resolved:

*"That the Waitakere Ethnic Board report as presented to the meeting be referred to the City Development Committee for consideration."*

4439/2003

**STRATEGIC CONTEXT**

A12-A23

Waitakere City's population is becoming increasingly ethnically diverse and as communities become established there is a growing interest in participating more actively in New Zealand society and democratic processes. A report with statistics on ethnicity and migration, as attached at pages A12 to A23.

Central government has responded to the growth in ethnic diversity with "Ethnic Perspectives on Policy" guidelines, the development of a national Settlement Strategy and funding of initiatives to support migrant and refugee settlement.

At the local government level, Manukau City Council adopted a New Settlers Policy and Action Plan in 2003. A Regional Settlement Strategy is being developed collaboratively with central government agencies and Non-Government Organisations as a signature project of Sustainable Auckland.

Waitakere City Council's vision as expressed in its Long Term Council Community Plan 2003/2013 is for a city that:

- celebrates and sustains its people;
- has a strong sustainable economic base;
- honours its environment; and
- builds on its cultures and heritage.

The new Local Government Act 2002 requires councils to engage with their communities and Waitakere City Council has made an early commitment to this in its Long Term Council Community Plan, aiming for a process of engagement with Waitakere's ethnic communities to be in place by 2004/2005.

## ISSUES

### **Ethnic Participation in Council Democratic Processes**

Ethnic communities have signalled the need for a representative forum in Waitakere where the issues of different groups can be discussed, and lobbying and advocacy activities can be mandated. The Waitakere Ethnic Board was established to meet this need and the Waitakere Ethnic Board is keen to engage with Council in a similar role to the Pacific Island Advisory Board.

Council has been supportive of the Waitakere Ethnic Board through the process of its formation and initial establishment and it is considered important that Council respond positively to the request from the Waitakere Ethnic Board for formal recognition.

However, the Waitakere Ethnic Board is still in its infancy as a representative body and building relationships within the existing membership and with ethnic groups not currently involved will take time - a commodity often in short supply in the voluntary and community sector.

Council may therefore wish to allow the Waitakere Ethnic Board sufficient time to strengthen its capacity to engage with political processes and with the diverse range of ethnic groups and agencies before a final decision is made on formalising the relationship through a Memorandum of Understanding as sought by the Waitakere Ethnic Board.

It is recommended that Council approve in principle recognition of the Waitakere Ethnic Board as the body representing ethnic communities in Waitakere, subject to further work being undertaken with the Waitakere Ethnic Board on the following issues:

- demonstration of the representative nature of the organisation in relation to the ethnic groups in Waitakere City;
- demonstration that it is operating as a viable, fully functional community organisation;
- developing a feasible strategic plan;
- developing a strategic focus for the organisation's activities; and
- having the confidence of their membership.

*A5-A11*

In their presentation to Council, as attached pages A5 to A11, the Waitakere Ethnic Board made specific requests of Council in relation to funding and participation in Council processes. It is recommended that officers work alongside the Waitakere Ethnic Board during the 2004 calendar year, supporting the Waitakere Ethnic Board to work through the issues noted above and deliberating the requests in the Waitakere Ethnic Board presentation. Further reports will be brought back to the City Development Committee as talks progress. Such reports would include Memorandum of Understanding development.

### **Elected Member Representation on the Waitakere Ethnic Board Executive Committee**

Cr. Annette Fenton is currently the designated Council representative on New Out West from which the Waitakere Ethnic Board has emerged, and the presence of an elected member at Waitakere Ethnic Board meetings would provide a further positive signal of Council's support and recognition of the Waitakere Ethnic Board.

It is recommended that a councillor be appointed to assist the Executive Committee of the Board, and to act as a conduit at political level between the Waitakere Ethnic Board and Council.

### **RESOURCES**

A small budget is available to support ethnic liaison activities in the 2003/2004 Annual Plan and some provision is also made in the 2004/2005 Draft Annual Plan. The Strategic Partnerships team has dedicated staff resource to work on migrant and refugee issues.

### **CONCLUSION**

Council has received a request for formal recognition and an as yet unspecified amount of funding from the Waitakere Ethnic Board.

It is recommended that Council approve, in principle, recognition of the Waitakere Ethnic Board as the body representing ethnic communities, subject to further work to demonstrate the organisation's standing, so as to be assured that engagement with the city's ethnic communities via the Waitakere Ethnic Board is both effective and sustainable in the long term.

### **RECOMMENDATIONS**

1. That the Waitakere Ethnic Board Report be received.
2. That the City Development Committee approve in principle, recognition of the Waitakere Ethnic Board as the body representing the city's ethnic communities, subject to further work being undertaken on the issues noted in this report.
3. That Council officers be authorised to enter into dialogue with the Waitakere Ethnic Board on the issues noted in this report and in the Waitakere Ethnic Board presentation, and report back to the City Development Committee on progress.
4. That a representative be appointed to assist the Executive Committee of the Waitakere Ethnic Board and to facilitate communication between the Board and Council.

Report prepared by: Monica Sharma, Partnerships & Advocacy Leader: New Migrants.



## 10 ENTRY STATEMENT - TE ATATU INTERCHANGE

### **PURPOSE OF THE REPORT**

The purpose of this report is to report to the City Development Committee on cost estimates, funding options and to seek direction on the entry statement project at the Te Atatu Interchange.

### **BACKGROUND**

Concept development began early in 2003. The concept went through a consultation phase during July and August 2003. Issues raised by submissions were reported back to this Committee at its September 2003 meeting.

A total of 135 submissions were received. Through the consultation significant concern was raised about the cost of the project to ratepayers. Congestion and driver distraction were also common concerns raised by submitters.

Of the submissions, 5 specified support, with a further 19 positive about the proposal. These included some very positive comments as well as liking the concept but suggesting some changes. Some of these submissions indicated cost as a concern and/or the lack of improvement made towards the congestion around the interchange.

Of the submissions, 36 specified opposition to the proposal, with a further 59 that were negative. There were a variety of responses within the negative submissions. Some of those that opposed the proposal indicated that they liked the concept but felt that the cost, timing, or project priority were issues. Some liked the idea of a gateway but did not like the current design. Cost and congestion were the most common issues that were raised in the negative responses, or those that specified opposition.

A24

Minor changes have been made to the concept to ensure that harbour views are retained from Te Atatu Road and from residential homes. The concept plan is attached at page A24.

The contract for the concept development is now complete. This report outlines cost estimates for the project and possible funding options. This report also suggests how to proceed with the project.

### **STRATEGIC CONTEXT**

The project seeks to provide a strong entry into the City that makes a statement about the principles and values of the City, its heritage and vision. Although there are unlikely to be any economic benefits there are social, environmental and cultural benefits to the project.

### **ISSUES**

#### **Cost estimates**

The cost estimate of the entire scheme is approximately \$3.2 million. This includes all aspects of the project, and not just 'entry statement' elements. It includes components that overlap with the Harbourview - Orangihina Park development and the walk and cycle network development outlined in the Council's Walking and Cycling Strategy.

The following gives a basic component breakdown of the project:

Description	\$
1. Design & Management	150,000
2. Preliminary & General	39,500
3. Clearing & Earthworks	51,500
4. Irrigation	12,500
5. Paving	210,000
6. Concrete Strips & Retaining Walls	111,400
7. Pedestrian Bridge	485,000
8. Signage & Site Fittings	37,500
9. Lighting	495,000
10. Planting	565,750
11. Waka Feature	78,500
12. Light Towers (small and large)	708,000
13. Pole Top Figurines	279,000
<b>TOTAL</b>	<b>\$3,223,650</b>

Maintenance has not been included in these cost estimates. Planted areas will require less maintenance in the future, however for the first few years there will need to be a high level of maintenance for weed control and plant replacement.

Art works will require on-going maintenance.

### Funding Options

From the beginning of the project the intention was to seek external funding for construction. There are several funding agencies and options available for aspects of the project. However, there is no single agency that is likely to be able to fund the whole project due to funding criteria limitations and cost. There is likely to be a significant shortfall that would need to be met by the Council. It would take time and staff resource to secure appropriate funding.

The following outlines possible options for funding:

### Art Funding

There are a number of agencies that can fund arts and/or cultural projects. For the entry statement project this may include elements such as the light towers, carved poles and waka. Some of the main art funders include Sky City Community Trust, ASB Community Trust/ASB Charitable Trust, Waitakere/Portage Licensing trust and the Lottery Grants Board.

Most of these agencies require the applicant to contribute a proportion of the cost, some up to 50%. This project differs from the type that is normally funded by these agencies, namely the scale and that the applicant would be a territorial authority.

## Infrastructure Funding

Funding for the pedestrian bridge and cycle components could be sought through Transfund New Zealand and possibly Infrastructure Auckland (although an application to Infrastructure Auckland would need to be lodged before 31 March 2004 in order for a decision to be made prior to its winding up). These developments align with proposed routes identified within the Walking and Cycling Strategy for the City.

Transfund New Zealand's funding criteria has changed to align with the objectives of the Land Transport Management Act:

- Contributing to the aim of achieving an integrated, safe, responsive and sustainable land transport system;
- Assisting economic development;
- Assisting safety and personal security;
- Improving access and mobility;
- Protecting and promoting public health;
- Ensuring environmental sustainability.

Transit New Zealand may be encouraged to apply for funding from Transfund New Zealand in relation to planting and landscaping. Transit New Zealand's landscaping and planting programme for the region is currently committed to maintenance and associated with state highway improvements.

Transit New Zealand is unlikely to gain additional funding for a stand alone project such as the entry statement which is not associated with motorway improvements. However, Transit New Zealand is more likely to be able to contribute to the project if it is part of the Te Atatu Interchange upgrade.

## Sponsorship

Council has been successful in securing sponsorship for a number of projects in the past. Sponsorship could include the provision of funding, free or cheap services. It is believed that sponsorship is a viable source of funding for the project as it is high profile, will be seen daily by thousands of motorists, and is unique in the region and New Zealand. The light towers and sustainable energy elements of the project may be candidates for such sponsorship.

However, Council will need to be careful that it does not compete with itself for sponsorship, as Council has already secured, or is currently negotiating sponsorship for a number of other large projects.

## Scaling Back the Design

There are various aspects that could be scaled back or removed to save on costs, such as:

- Reducing the number of carved poles or small light towers;
- Removing the waka, carved poles and/or small and large lights towers;
- Landscaping elements such as retaining walls could be removed and the area of planting could be reduced;
- Nikau palms, which are a relatively expensive item, could be donated by residents or could be replaced with cabbage trees.

Although there are a number of ways to reduce the cost of the project, in doing so the impact and design flow of the entry statement would be diluted.

It should be noted that it is a large area to be developed and will cost a significant amount, even if kept to basic planting. As indicated above, planting for the site is in the order of \$550 - 600,000 alone.

### **Suggested Way Forward**

It is suggested that the most pragmatic approach for the entry statement is to align it with the interchange upgrade. This reduces any risk of damaging planting or arts elements during the construction of the interchange upgrade (if the entry statement were to be built earlier). If aligned with the interchange upgrade it would be more likely that Transit New Zealand could contribute funds as the landscaping could be part of the interchange itself.

The interchange upgrade is scheduled for design in 2008, and construction from 2009. Widening of State Highway 16 is scheduled for construction from 2011. However, with the new transport funding announced on 12 December 2003, state highway development projects such as the Te Atatu Interchange upgrade may be advanced.

There are a number of components that are slightly separate from the core entry statement. These may be more appropriately developed as part of other projects and are outlined below:

- Areas within or bordering Harbourview - Orangihina Park could be considered and timed as part of the park development programme. This would include mixed native planted areas, waka and walkways. The group that proceeds with the Marae Development Programme may also wish to include and fund components of this plan in that development.
- The pedestrian bridge and cycle components could be integrated with route development from Te Atatu Peninsula to the North Western cycleway and proposed routes to Henderson. A feasibility study for the citywide network is being undertaken this financial year, which will provide a better understanding of project priorities.

These components are slightly separate from the entry statement and can be considered and aligned with other projects.

### **RESOURCES**

\$250,000 capital expenditure is allocated to the project in this financial year. This budget remains unspent. It was envisaged that external funding sources would help fund the project. Council's final cost share for the entry statement still has a high degree of uncertainty.

Council could spend the current budget on some peripheral planting, namely the area to the southwest, which is Council owned land. However, this would add very little impact to the area and it is unlikely that external funding would be secured for this part.

It is suggested that the budget remains unspent for this financial year, and that Council approval for this be sought as part of the six monthly review.

### **CONCLUSION**

The cost estimate of the entire scheme is approximately \$3.2 million. There are several funding agencies and options available for aspects of the project. However, there is no single agency that is likely to be able to fund the whole project due to funding criteria limitations and cost. There is likely to be a significant shortfall that would need to be met by the Council. It would take time and staff resource to secure appropriate funding.

The motorway interchange is scheduled for design in 2008, and construction from 2009. This may be brought forward in light of new transport funding packages for the region. It is suggested that the project be deferred and aligned with the motorway interchange upgrade. This would reduce any damage due to motorway construction and more likely to receive funding from Transit New Zealand. Further to this, it will allow Council to better financially plan for the project for both internal and external funding.

Although this would leave the entry statement undeveloped for some time, it is thought to be the most appropriate way forward in response to submissions and a pragmatic approach for financial and risk reasons.

### **RECOMMENDATIONS**

1. That the Entry Statement Report be received.
2. That the Entry Statement Project be deferred to align with the Te Atatu Interchange Upgrade.
3. That Transit New Zealand be forwarded the designs to consider when investigations into the upgrade begin.
4. That the existing budget for the entry statement remain unspent for this financial year, and that Council approval for this be sought as part of the six monthly review.

Report prepared by: Gyles Bendall, Project Manager; Transport Strategy.



## **11 IMPLEMENTING THE DRAFT ECONOMIC DEVELOPMENT STRATEGY**

### **PURPOSE OF THE REPORT**

The purpose of this report is to update the City Development Committee on implementation of the Draft Economic Development Strategy and to bring forward to the City Development Committee the material in the 'notice of motion' Cr Russell presented at the Council meeting on the 17 December 2003.

### **BACKGROUND**

The Draft Economic Development Strategy was adopted by City Development Committee on 2 October 2003. It identifies a broad strategy for economic development and a large number of possible actions to further the economic development of the City. In particular the focus has been on developing an incentives package to be used as part of an integrated investment attraction process. A draft of the content of this incentives package will come to the Long Term Council Community Plan/Annual Plan Special Committee.

At the Council meeting on 17 December 2003 Cr Russell proposed the establishment of a Mayoral Business Marketing Taskforce to act as an umbrella beneath which a number of economic development suggestions could be explored and progressed. Council referred the proposals to this Committee. The full Notice of Motion is as follows.

These proposals arise in part from various reports indicating that over recent years Waitakere has been lagging behind the region on some economic growth indicators. In particular reference has been made to estimates that our GDP and employment growth are lower than would be desirable if Waitakere is to improve its socio-economic level at a similar rate to other cities in the region.

Specifically the matters raised are as follows (from the Council Agenda and Minutes):

### NOTICE OF MOTION

*“Pursuant to Standing Order 28.1 the following Notice of Motion has been received from Councillor Russell.*

*MOVED by Cr Russell, seconded Cr Presland:*

*That the Waitakere City Council establishes a Mayoral Business Marketing Taskforce to pursue the economic growth & development of the Waitakere City Council by undertaking the following matters/objectives:*

- 1. With the impending announcement of a number of major industry developments in the region, we need to ensure that the value added potential opportunities are developed for getting new industries in Waitakere City. The clustering of complementary industries within Waitakere City is needed. Surrounding regions are already scoping potential supply and associated skill industries for their own area. Waitakere City needs to develop a set of marketing strategies to get new related businesses to move to Waitakere to work with these new economic enterprises opportunities. The need is for a scoping study to be done to identify these new potential partnership business opportunities before our neighbours become pro-active in this area.*

*We must work on a marketing strategy to not only get the core industry sectors on board but also ensure that support businesses, contractors, suppliers and skill training are in place in this city.*

*Action: A scoping exercise carried out to identify the support industries for future major business developments projected for the City.*

- 2. The next stage is a business promotion group to ‘go and get them’- an in your face approach to getting industry out WEST. This marketing business plan for the City is the ‘arrow head’ for of an economic development strategy. We have a communication and PR department, but not a dedicated marketing group for promoting the Waitakere City and the industries in our City; we are missing many marketing opportunities with our sister-cities, and international networks. The Eco-brand we are told is negative to business investment, lets turn it around. Sustainability is a key component of all business development, and therefore we should be leading industries in New Zealand.*

*Action: That Waitakere City host an industry and trade show for the Auckland region and work with Trade & Enterprise on developing a Waitakere City promotion package for exhibition overseas.*

- 3. Develop a market promotion plan that is pro-active in getting joint partners into doing research with business using funding from Central Government. R & D for enterprise innovation.*

*Action: Offer incentives to local business to apply for joint R & D funding*

4. *It is critical that Council has a direct role in these potential new industry initiatives in the region; we need a political voice in lobbying at Central Government level.*

*Action: The Council appoint a political lobbyist to act in Wellington as required.*

**AMENDMENT**

*MOVED by Mayor Bob Harvey, seconded Cr Stone:*

*That the matters raised in the Notice of Motion proposed by Cr Russell be referred for consideration, together with an officer's report, at the City Development Committee meeting scheduled for 5 February 2004.*

**AMENDMENT CARRIED**

**SUBSTANTIVE MOTION**

*The Chairperson put the substantive motion:*

*4440/2003*

*That the matters raised in the Notice of Motion proposed by Cr Russell be referred for consideration, together with an officer's report, at the City Development Committee meeting scheduled for 5 February 2004.*

**CARRIED**

**STRATEGIC CONTEXT**

The creation of a strong innovative economy is one of the Council's nine Strategic Platforms, under which a series of actions that will be completed over the next 10 years are outlined. One of the identified actions is to increase the City's profile including marketing the City to attract investment.

The Draft Economic Development Strategy recently considered by this Committee further explores the objectives and actions to progress local sustainable economic development in the City. It sets the policy framework upon which sustainable economic development can be built. In the Draft Economic Development Strategy it is noted that business growth can be promoted in mutually reinforcing ways - supporting the growth of existing local businesses and facilitating inward investment by businesses that can be encouraged to relocate into the city.

Both approaches require credible business support, infrastructure, and local capacity to be available; however, proactive inward investment also needs the development of a programme of action encouraging businesses to consider locating in Waitakere, to facilitate relocation and then 'settling' into a new area. The Draft Economic Development Strategy outlines a series of current and proposed actions upon which this framework to grow businesses can be implemented.

At the regional level the Auckland Regional Economic Development Strategy also notes the importance of encouraging inward investment. A number of initiatives have been identified for regional implementation, including the establishment of a 'Single Facilitation Point' to facilitate the promotion of the region to investors and businesses as a means of encouraging inward investment.

As can be seen, local and regional strategies point to the development of an implementation framework to attract inward investment and provide the associated landing net function, marketing the opportunities in Waitakere to business and to proactively engage in and benefit from regional investor attraction.

The Notice of Motion and proposals put forward by Councillor Russell regarding the development of mechanisms to generate inward investment fit well with the strategic framework provided through the Draft Economic Development Strategy and regional initiatives. A number of the actions are already in train, such as investigating an incentives package, research on business locations and working to encourage ancillary business to the City's four clusters to locate here.

A25

A diagram outlining the specific relationships between the proposals in the notice of motion and the Draft Economic Development Strategy objectives and actions is attached at page A25.

## ISSUES

### Economic Growth Debate

Recent months have seen the press highlight negative perceptions about economic development in Waitakere. For example last November the Western Leader headlined a view of the City's seemingly poor regional performance in relation to estimates of Gross Domestic Product. However Waitakere comprises less than 10% of the regional economy so inter-regional comparisons using a blanket indicator like Gross Domestic Product are inherently misleading as one is not comparing like with like. The process from which the Gross Domestic Product figures were developed involved disaggregation of data to a level at which the figures become virtually meaningless.

Furthermore Gross Domestic Product is only one measure of economic activity, and it's utility as an indicator of economic wellbeing is increasingly being challenged. The Government's own Growth and Innovation Framework recognises this and acknowledges that standard of living is measured by more than just incomes or Gross Domestic Product. Indeed, the City's Gross Domestic Product measures just the goods and services created in the area and does not capture the considerable value added by Waitakere City residents to productivity across the region. This raises the point that one must keep in mind that different areas of the region perform quite different economically and socially valuable functions - distinctions that are totally lost with a measure such as Gross Domestic Product.

Other indicators such as numbers of jobs, numbers of GST registered businesses and employment in certain sectors of the economy show that Waitakere is growing - not as fast as might be desirable, but growing nevertheless. For example, in the year to February 2003 (the latest available data on GST-registered businesses in Waitakere), the number of business units grew by 4.6%, the number of Full Time Equivalent employees grew by 4.0% across all sectors.

While the data shows slight reductions in the speed of growth trend over the last three years, it should be remembered that these are still growth figures not declines and some of the bigger success stories, such as improvements to public transport, are still some years away from showing measurable on-the-ground results.

Waitakere is in fact moving through a major historical transition in relation to its place in the regional economy. Historically an entrenched dormitory suburb on the fringe of the big industrial drivers in the region, Waitakere is now and has been putting in place the foundational building blocks that will deliver sustainable economic development in the longer term. These will be the drivers of this City's growth over the next ten to twenty years and will deliver a higher standard of living to ratepayers.

There is no substitute for keeping on doing the basics right. These building blocks include the ongoing focus on public transport, basic infrastructure, information and communications infrastructure, education, town centre amenity, regulatory facilitation, employment and skills matching, innovation centres, industrial cluster facilitation and major economic development projects such as, for example, the Henderson Vineyards Business Campus, Hobsonville and Whenuapai. While growth may be slower than desirable, it is still growth.

The keys to success lie in the ongoing efforts to position the City for the future. There are no overnight successes in this domain - even “economic miracle” examples such as Ireland, heralded as overnight successes, are the result of billions of dollars expenditure over decades and international interventions. Waitakere is not in that league.

These fundamentals are what will determine the direction and rate of sustainable growth in the long term. They must be kept in focus because they have been persistently built on by Council and will need to continue to be built on.

Critical reference has also been made to an alleged loss of jobs in manufacturing. This too is misleading. The number of Full Time Equivalent employees specifically in the manufacturing sector actually grew during the 2002/2003 year by 220 Full Time Equivalent employees. This growth was in fact the third largest increase out of the seventeen sectors reported (close behind Retail and Business and Property Services). And this increase is against a background of a nation-wide and international long term decline in manufacturing employment reflecting structural change in the economies of the developed world.

There are many economic development and business initiatives underway across the City and it may be useful to increase the regularity of reporting on these.

### **Business Location Decision Making**

Much work has been done on this topic at both the regional level and more anecdotally at the local level. It is nevertheless another area fraught with misperceptions. Currently underway and funded in the 2003/2004 Annual Plan, is research into the actual reasons why some businesses have located elsewhere in the region rather than in Waitakere City.

This work is due to be reported back in May. Results from this work will feed into refining the Business Attraction Incentives Package as reported elsewhere in this Agenda.

### **City Image Issues**

From time to time concern has been expressed over the desirability or credibility of Waitakere as a location for business. Irrespective of the actual facts, perception of Waitakere as a business location is important, particularly at the time of first impressions when a business may be considering whether to pursue a Waitakere location.

Enterprise Waitakere has previously put forward proposals in relation to marketing, branding and building the messages about Waitakere as a credible business location. However, in the full context of all competing claims on Council resources, these proposals have not been successful in recent Annual Plan rounds.

The Draft Economic Development Strategy recognises the importance of this issue and suggests that Council take a three pronged approach to addressing this matter of City image and promotion:

- **Get the fundamentals right** - amenities, access, image (ie ensure the facts are lined up behind the claim the Waitakere is great place to locate and do business).
- **Get the image right** - understand Waitakere's strengths from a business perspective and ensure the effective imaging of those strengths.
- **Get the messages out there** - promote what Waitakere has to offer both in general terms but also most importantly, promote specific locational opportunities to targeted business audiences - nationally and internationally.

The idea of a Mayoral Business Marketing Taskforce is worthy of consideration as an umbrella mechanism for giving leadership and urgency to the last two of these lines of action.

### **Mayoral Business Marketing Taskforce**

The notice of motion suggested that a Mayoral Taskforce be established to provide leadership and further input to a number of economic development initiatives being developed in relation its business marketing scope. As noted above, this is an appropriate mechanism to forward the promotional goals of the city. It is proposed that the Taskforce be active for approximately six months and proceed in three stages:

#### **STAGE I**

Start by end of March (one month) - Establishment & Prioritising

**Scope:** An important first step will be to develop a joint understanding of what is meant by a "business marketing plan" in this context and to articulate a framework upon which planning can be based.

A clear focus should be maintained by the Mayoral Business Marketing Taskforce on the following in the context of pulling together appropriate elements of existing work programmes:

1. Setting up a City wide business oriented marketing strategy including the role of a possible industry and trade show (in STAGE II).
2. Coordinating and further promoting the potential of ongoing high profile economic development projects.
3. Developing a workable business attraction and incentives package.
4. Strengthen relationships with key partners in the City including Maori economic initiatives.

The scope should include finalising a recommendation to the 2004/2005 Annual Plan in relation to marketing and branding. The Mayoral Business Marketing Taskforce needs to take as its broader context the Draft Economic Development Strategy.

The Mayoral Business Marketing Taskforce would, in the first instance, report back directly to Council in the Annual Plan process, and subsequently report to City Development along with other economic development implementation matters from the Draft Economic Development Strategy.

**Membership:** It would be desirable for there to be some flexibility over the membership of the Mayoral Business Marketing Taskforce. The mix of stakeholders and resources that can be involved needs to remain fluid to ensure that appropriate inputs to the three stages can be resourced. However, in the interests of keeping the Taskforce to a manageable size enabling it to move quickly, the core Taskforce group should be kept as tight as possible.

Council should consider inviting, in addition to Elected Representatives, Enterprise Waitakere representation and give consideration to having Waitakere City's Directorate represented as well. Links to Central and Regional Government are also critical as many major economic development issues involve resourcing opportunities at national and regional level. Consideration should therefore also be given to inviting involvement of agencies such as New Zealand Trade and Enterprise, Ministry of Economic Development, Investment New Zealand, Auckland Regional Economic Development Group.

**Resourcing** and staff support requirements: comments below.

## **STAGE II**

### **April to June (three months)**

Execution - oversee launching of priority projects

## **STAGE III**

### **By end of June**

Move to ongoing reference role for implementation of economic development marketing projects over the next twelve months.

## **RESOURCES**

In response to Council giving priority to economic development over the last year, resources have been established that will enable Council to be more active in identifying and pursuing investment opportunities.

In relation to specific City marketing projects, it should be remembered that proposals for City branding and marketing work have been brought to the Annual Plan Committee in previous years and have not been successful when considered by Council in the full context of other calls on Councils limited resources.

While there is some room to move within currently budgeted resources to accommodate the needs of the Mayoral Business Marketing Taskforce, the proposal will involve an additional call on resources. Council has recently given priority to the Waitakere Ranges project which makes further movement within existing budgets difficult at this point in the financial year. An estimate of additional funds required is that \$20,000 will be needed to fund and support five or six meetings over a six month period. This is additional to current planned expenditure and excludes specific project funds for new promotional initiatives.

Council also funds Enterprise Waitakere to offer a wide range of business development and support services including providing information, investment support to new business and some degree of investment attraction activity. This work tends to be more reactive or focussed around specific locations. The Task Force will need to consider these in weighing what needs to be brought to bear on the business marketing area.

## CONCLUSION

A Mayoral Business Marketing Taskforce would give issues of City promotion and the implementation of key priorities in the Draft Economic Development Strategy a significant boost through providing the highest level of leadership to key projects such as:

- Setting up a City wide business oriented marketing strategy;
- Co-ordinating and further promoting the ongoing high profile economic development projects;
- Developing a workable business attraction and incentives package.

The work of the Mayoral Business Marketing Taskforce would be co-ordinated with existing work programmes where appropriate in the interests of efficiency over the next six months.

## RECOMMENDATIONS

1. That the Implementing the Draft Economic Development Strategy Report be received
2. That a Mayoral Business Marketing Taskforce be formed comprising the Mayor, two Elected Members as nominated, a representative of Waitakere City's Directorate and appropriate staff support as determined by the Chief Executive.
3. That Council invite the Waitakere Enterprise Board of Directors to nominate representatives to participate on the Mayoral Business Marketing Taskforce.

Report prepared by: Max Harré, Senior Policy Analyst and Jen Cook, Partnerships & Advocacy Leader: Economic Development.



## 12 ATTENDANCE AT THE FOURTH EUROPEAN CONFERENCE ON SUSTAINABLE CITIES AND TOWNS - AALBORG, DENMARK - 9-11 JUNE 2004

### PURPOSE OF THE REPORT

The purpose of the report is to seek the City Development Committee's approval for the Deputy Mayor, Cr Carolynne Stone to represent Council at the Fourth European Conference on Sustainable Cities and Towns at Aalborg, Denmark, 9-11 June 2004. Cr Stone will be in Europe representing Safe Waitakere Injury Prevention at the 13<sup>th</sup> International Conference on Safe Communities (Prague) and the 7<sup>th</sup> World Conference on Injury Prevention and Safety Promotion (Vienna) from 2-9 June 2004. Council funding is sought for travel from Vienna to Aalborg, and for the conference fee and accommodation costs.

### BACKGROUND

The conference at Aalborg is sponsored by the International Council of Local Environmental Initiatives of which Council has been an active member since 1994 and the European Sustainable Cities and Towns Campaign which has 2,000 members. The Conference will attract about 1,000 participants and focuses on advancing urban sustainability globally.

Cr Stone is in Europe immediately prior to the Aalborg Conference as a speaker at the two injury prevention and community safety conferences. The opportunity exists therefore for her to participate in this major conference. She will be offering a paper on the city's experience of urban planning and design.

### **STRATEGIC CONTEXT**

As elected members are aware the Auckland Region is the pilot for the Sustainable Cities component of the National Sustainable Development Programme of Action. The European Union and the International Council of Local Environmental Initiatives have been promoting sustainable city initiatives for more than 10 years. This Conference will be focussed on the best practice models that have resulted from these initiatives. For a relatively small additional cost Council has the opportunity to participate in this landmark conference and to access and learn from European experience in particular in building cities sustainably.

### **RESOURCES**

The costs associated with attendance at the conference, including travel from Vienna to Aalborg, conference fees and accommodation, \$1,710.00.

These costs are accommodated in the 2003/2004 Annual Plan and Budget.

### **CONCLUSION**

There is benefit to Council and the region from Cr Stone's attendance at the Fourth European Conference on Sustainable Cities and Towns. As the bulk of Cr Stone's costs are being met by an external party, the costs to Council are limited and can be accommodated in existing budgets.

### **RECOMMENDATIONS**

1. That the information be received.
2. That it be recommended to Council, that Council approve and fund the attendance of Cr Stone at the Fourth European Conference on Sustainable Cities and Towns, 9-11 June 2004, Aalborg, Denmark.

Report prepared by: Ann Magee, Director: Strategy & Development.



13 **AUCKLAND REGIONAL ECONOMIC DEVELOPMENT STRATEGY LONG TERM GOVERNANCE AND FUNDING PROJECT**

**PURPOSE OF THE REPORT**

The purpose of this report is to provide the City Development Committee with an overview of the Auckland Regional Economic Development Strategy Long-Term Governance and Funding Project proposals, and to suggest a process to capture Council's feedback on these proposals.

**BACKGROUND**

The City Development Committee received a report at its December 2003 meeting updating on Auckland Regional Economic Development Strategy including the Long-term Governance & Funding Project. A project team, comprising Cr Dianne Hale (North Shore City Council representative to the Establishment Group and that group's deputy chairperson), Judith Thompson (NZT&E), Sandy Maier (Chairperson of the Implementation Leaders Group), and Kathy Garden (Chairperson of the Official's Governance Working Group) is overseeing the consultants working on this issue. Just prior to Christmas the report outlining the proposed new framework was released for consultation. The region's councils and other key stakeholders have been asked to provide feedback prior to 20 February 2004 so that a report refining the arrangements and recommending the transition arrangements can be considered through an Auckland Regional Economic Development Strategy Establishment Group workshop on 2 March 2004.

**STRATEGIC CONTEXT**

The creation of a strong innovative economy is one of the Council's nine strategic platforms. The draft Economic Development Strategy recently considered by the City Development Committee draws the relationship between economic development opportunities and actions regionally and progressing local sustainable economic development. Waitakere City is one of the primary stakeholders in regional economic development.

**ISSUES**

The current Auckland Regional Economic Development Strategy structure is an interim arrangement based on the electoral college model. It was always the intention that the current arrangements would need to be reassessed. The approach taken in developing the long-term governance and funding proposals is very much based on the principle that the form of an organisation should follow the function it has. Further information on the overarching principles for developing and evaluating the options is provided in the consultant's report.

The proposal covers three elements:

- Preferred structure of long-term governance;
- Identification of sustainable funding sources;
- Transition arrangements.

## **Overview of Proposed Governance Arrangements**

The proposal has a strong social capital focus based on the importance of relationships and going forward in a partnership model. The proposed governance arrangements are 'hung on' the Auckland Regional Council through the creation of both:

- a wide base partnership under the Regional Growth Forum (Auckland Regional Economic Development Partnership) to provide guardianship for the Strategy; and
- a council controlled organisation with its own board providing the implementation structure for some of the Auckland Regional Economic Development Strategy objectives (Auckland Regional Economic Development Office).

The role of local authorities is maintained within the structure. Each local authority has the option of nominating one elected member to the Auckland Regional Economic Development Partnership. The proposed role of the Auckland Regional Economic Development Partnership is leadership around Auckland Regional Economic Development Strategy and guardianship, long-term monitoring, moderating and potential mediation of implementation.

It is proposed that the Auckland Regional Economic Development Office is governed by a board of directors appointed by the Auckland Regional Council on advice from the wider Auckland Regional Economic Development Partnership. The Auckland Regional Economic Development Office is to be managed by a Chief Executive Officer.

It is stated that the Auckland Regional Economic Development Office is not to be created/considered as the dominant economic development organisation in Auckland, but rather should work to provide services and manage programmes and projects that are regional in scale or context (that are not provided elsewhere), broker new initiatives and share advice and information with partners.

## **Overview of Proposed Funding Arrangements**

It is proposed that core funding is by local and central government, which over time will be allocated on a triennial basis. The concept of match-funding has been employed to ensure that core funding is augmented by and used to lever additional funding sources. It is suggested that cash contributions from local councils toward base funding decrease over time.

It is also suggested that the region advocate for additional funding from national sources and increased limits of regional decision-making around use of funds so that a 'new initiatives' fund can be made available under Auckland Regional Economic Development Office.

## **Suggested Process for Council Consideration**

Each Council has been asked to consider the proposals as set out by the consultant and to provide feedback prior to 20 February 2004. Individual Councils are determining the most appropriate process for providing input.

It is recommended a workshop for Councillors is held in early/mid February 2004 to discuss the implication of the proposed long-term governance and funding framework and that Council's representatives on the Auckland Regional Economic Strategy Establishment Group are delegated authority to provide written informal feedback to the consultants following the workshop. Potential dates for the workshop will be brought to the Committee meeting.

A full copy of the report will be made available in the Councillors' room.

## RESOURCES

As part of the transition arrangements it is proposed that the current interim structures be 'rolled-over' for the 2004/2005 to enable a suitable transition process to the new framework.

### Contribution in Cash

Member Councils and New Zealand Trade and Enterprise, as main funders, are being asked to budget for the 2004/2005 contributions towards Auckland Regional Economic Development Strategy on the same level as provided in 2003/2004. In Waitakere City Council's case that is \$95,000. This is to be considered as part of the Annual Plan process. The longer-term funding implications of the proposed structure is that local authorities cash contributions towards base funding will be nil or negligible.

### Contribution in Kind

It is proposed the current interim structure based on the Establishment Group, a joint committee of councils, and the Implementation Leaders Group, a fit-for-purpose board, remains in place for the 2004/2005 financial year, and that Councillor representation and officer support continues at the same level.

Implications of the long-term proposal for Council representation are that councillor involvement will be within a broad-based Auckland Regional Economic Development Partnership to be formed under the Regional Growth Forum. The level of support of council officers to this partnership has not been fully outlined at this stage.

## CONCLUSION

The recommended long-term governance and funding framework for the Auckland Regional Economic Development Strategy has now been received. Council feedback on the proposals is required prior to 20 February 2004. It is recommended that a full discussion of the framework, issues and implications be managed through a workshop process to so to enable a considered Council view to be developed and forwarded to Auckland Regional Economic Development Strategy.

## RECOMMENDATIONS

1. That the Auckland Regional Economic Development Strategy Long Term Governance and Funding Project be received.
2. That a workshop be held to further discuss the framework proposed for the long-term governance and funding of the Auckland Regional Economic Development Strategy and associated implications.
3. That the Council representatives on the Auckland Regional Economic Strategy Establishment Group, Councillors Stone and Fenton, be required to provide informal feedback to the Long-term Governance and Funding project team and consultants.
4. That a further report detailing the Council's informal feedback and consideration of the March Establishment Group meeting be provided to the City Development Committee at its April 2004 meeting.

Report prepared by: Jen Cook, Partnerships & Advocacy Leader, Economic Development.



14 **PROJECTS SPECIAL COMMITTEE**

**THE COMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS ORDINARY MEETING HELD ON FRIDAY, 5 DECEMBER 2003.**

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**MATTERS CONSIDERED**

*A26-A28*

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, as attached at pages A26 to A28 in the Attachments supplement.

**Your Committee Recommends:**

That the Ordinary Meeting report of the Projects Special Committee held on Friday, 5 December 2003 be received.

RP Dallow, QPM, JP  
**CHAIRPERSON**



**15 WEST HARBOUR FERRY SERVICE**

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

**16 WESTGATE PLANNING**

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, namely the West Harbour Ferry Service and Westgate Planning Reports.

The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation of the matters, 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 matters 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"><li>• West Harbour Ferry Service;</li><li>• Westgate Planning.</li></ul>	<p>The withholding of information is necessary in order to:</p> <ul style="list-style-type: none"><li>• Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</li></ul>	<p>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.</p>

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 7(2)(i) of that Act which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public as follows:

- *The reports contain information that if released would affect the Council's negotiations.*

