



Waitakere City Council  
*Te Taiao o Waitakere*

## NOTICE OF MEETING

# POLICY AND STRATEGY COMMITTEE

I hereby give notice that a meeting of the Policy and Strategy Committee will be held on:-

**DATE:** Thursday, 5 March 2009 **TIME:** 9.30 am

**MEETING ROOM:** Council Chamber

**VENUE:** Waitakere Central, 6 Henderson Valley Road, Henderson, Waitakere

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

25 June 2009

Judith Moore  
**COMMITTEE SECRETARY**

Telephone (09) 836 8000 extn 8950

### MEMBERSHIP:

Deputy Mayor	PA	Hulse (Chairman)
Councillors	LA	Cooper, JP (Deputy Chairman)
	DQ	Battersby, JP
	BA	Brady, JP
	MFP	Chan, JP
	JM	Clews, QSO, JP
	RI	Clow
	AK	Corban, OBE, JP
	RP	Dallow, QPM, JP
	WW	Flaunty, QSM, JP
	MM	Jolley
	JP	Lawley, JP
	PG	Mitchell
	VS	Neeson, JP
Mr	WH	Paki, JP (Chairman, Te Taumata Runanga)

Mayor RA Harvey, QSO, JP (ex officio)

(Quorum 5 members)

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(Meeting Room could be subject to change)

(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 A MEETING OF THE POLICY AND STRATEGY COMMITTEE TO BE HELD IN  
THE COUNCIL CHAMBER AT WAITAKERE CENTRAL, 6 HENDERSON VALLEY ROAD,  
HENDERSON, WAITAKERE, ON THURSDAY, 5 MARCH 2009,  
COMMENCING AT 9.30 AM**

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**1 APOLOGIES**



**2 URGENT BUSINESS**

Section 46A(7) of the Local Government Official Information 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 Committee by resolution so decides; and
- (ii) the Chairman has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion and decision, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting.

The Committee may make a decision on a matter determined to be urgent.

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



**3 CONFLICTS OF INTEREST**

The Council has acknowledged in its Code of Conduct that Elected Members need to be vigilant to stand aside from decision making when a conflict arises between their role as a member of the Council and any private or other external interest they might have. This note is provided as a reminder to members to check that no such conflicts arise in relation to any items on this agenda.



**4 PRESENTATION**

**WATERSAFE AUCKLAND INC (WAI)**

Provision has been made on this Agenda for a presentation from the WaterSafe Auckland Inc (WAI) to update the Policy and Strategy Committee on the ongoing funding partnership with Waitakere City.



## 5 CONFIRMATION OF MINUTES

Meeting Minutes – Thursday, 5 February 2009

It is recommended that the Policy and Strategy Committee resolve to:

**Receive** the minutes of the meeting of the Policy and Strategy Committee held on Thursday, 5 February 2009, as circulated, and that they be taken as read and now be confirmed.



## 6 DRAFT PARKING PLANS

### GLOSSARY

Consultation drafts of the Waitakere City Parking Plan and  
New Lynn, Henderson and Massey North-Westgate Town  
Centre Parking Management Plans (the Draft Plans)  
Parking Management Plans (PMPs)

### EXECUTIVE SUMMARY

The purpose of this report is to request the Policy and Strategy Committee to approve the consultation drafts of the Waitakere City Parking Plan, and the New Lynn, Henderson and Massey North-Westgate Town Centre Parking Management Plans (the Draft Plans).

The Draft Plans set out how parking will be managed over the next thirty years and provide guidance on key issues such as the regulatory approach to parking, paid parking, provision of car park buildings, parking management and resourcing that management.

It is proposed that the feedback from the Policy and Strategy Committee is incorporated into the Draft Plans together with formatting changes.

### RECOMMENDATIONS

It is recommended that the Policy and Strategy Committee resolve to:

1. **Receive** the Draft Parking Plans report.
2. **Approve** the consultation drafts of the Waitakere City Parking Plan and the New Lynn, Henderson and Massey North-Westgate Town Centre Parking Management Plans for public consultation.
3. **Agree** to authorise the Chairman of the Policy and Strategy Committee to approve the final version of the consultation drafts of the Waitakere City Parking Plan and the New Lynn, Henderson and Massey North-Westgate Parking Management Plans.
4. **Note** the direction from the Long Term Council Community Plan and Annual Plan Committee for the Staff Budget Review Group and the Councillor Budget Review Group to investigate on-street paid parking in the town centres.

## BACKGROUND

1. The Auckland Regional Council prepared the draft Auckland Regional Parking Strategy, as required by the Auckland Regional Land Transport Strategy 2005, to provide guidance to the Territorial Authorities on parking in the region. The Draft Auckland Regional Parking Strategy received Council's support in principle, subject to specific submissions, because it is consistent with the parking policies in the Auckland Regional Land Transport Strategy 2005, and aims to support the Regional Growth Strategy, and to support the region's achievement of outcomes for public transport, active modes, travel demand management and managing the supply of parking in the region's centres.
2. Policy 7 of the draft Auckland Regional Parking Strategy would require territorial authorities in the Auckland region to prepare comprehensive Parking Management Plans (PMPs) for centres served by passenger transport. In anticipation of this requirement, officers commissioned consultants to provide:
  - Strategic Parking Advice analysing strategic options for parking in Waitakere; and
  - A comprehensive Waitakere Parking Study identifying ways of implementing a strategic approach to parking in Waitakere. This included comprehensive parking management plans for Henderson, New Lynn and Westgate-Massey North, and general guidance in relation to other centres and growth corridors.
3. Three options for a regulatory approach to parking were developed from the consultant's studies. These options were the subject of stakeholder consultation in November and December 2008. The outcome of this consultation was reported to the Policy and Strategy Committee on Thursday, 5 February 2009.

*The Policy and Strategy Committee resolved to:*

- “1. **Receive** the Consultation On Strategic Parking Options report.
2. **Agree** that Option 2 – flexible maximum parking be confirmed as the Council's preferred option for a strategic approach to parking provision in new developments.
3. **Agree** that Option 2 – flexible maximum parking, be incorporated into the consultation drafts of the Waitakere City Parking Plan and the Henderson, Massey North–Westgate and New Lynn Town Centre Parking Management Plans, with effect from the 2013/2014 financial year, together with Option 1, Minimum Parking Standards with Exceptions as an interim measure until the 2013/2014 financial year.
4. **Agree** to continue the process of developing the Waitakere City Parking Plan and the Henderson, Massey North–Westgate and New Lynn Town Centre Parking Management Plans and of consulting on these, as outlined in this report.
5. **Agree** that stakeholder feedback raised during consultation on the options relating to the regulatory approach to parking be taken into account, where appropriate, into the Waitakere City Parking Plan and the Henderson, Massey North–Westgate and New Lynn Town Centre Parking Management Plans”.

## DECISION MAKING

### Decision Sought

- A1-A166*
4. The decision sought in this report is approval of the Draft Plans for public consultation. Copies of the Draft Plans are attached to this agenda at pages A1 to A166.
  5. In order that Councillors' comments are incorporated into the text of the Draft Plans and formatting changes can be made, the Policy and Strategy Committee is requested to delegate to the Chairman of the Policy and Strategy Committee the authority to approve the final version of the Draft Plans to be released for public consultation.

## Issues

### Regulatory Approach

6. An issue fundamental to the development of town centre parking management plans is the regulatory approach, through the Waitakere City District Plan and the Parking and Driveway Guideline. A decision in relation to this approach in growth centres has been made by the Policy and Strategy Committee. In relation to non-growth areas, minimum parking standards would continue.

### Parking Management Techniques

7. The principle of parking management is to identify and implement techniques which facilitate more efficient use of the car parks that are available both on-street and off-street. A change in the regulatory approach requires the complementary introduction of parking management techniques, the implementation of parking management plans and improvements in pedestrian and cycle facilities and public transport.

### Parking Management Plans

8. PMPs are a key tool in identifying parking management techniques applicable to a local geographic area. To give effect to the Waitakere City Parking Plan, PMPs will be required for all town centres and corridors, in addition to the three PMPs already in draft form. The requirement for PMPs is not necessarily restricted to growth areas. For example, due to the particular circumstances of Titirangi, it would be appropriate to develop a PMP for Titirangi, which is not an identified growth centre. PMPs provide guidance on how public parking is managed in a proactive manner and clarify responsibilities of the public and private sector.

### Paid Parking

9. Paid parking is an effective measure to encourage mode shift, to replace long stay parking and to manage available parking. Introduction of paid parking where there is currently no charge, is however, inherently sensitive.
10. Currently the trend towards in the Auckland region is towards paid parking in town centres for example in the Auckland Central Business District, Newmarket, Takapuna and Manukau City Centre.

11. Paid parking is a key issue in any parking plan. A key issue for consultation is likely to be whether or not to have paid parking, the amount of the charge, the timing for introduction of paid parking and use of net revenue. At its meeting on 24 February 2009, the Long Term Council Community Plan and Annual Plan Committee resolved:

*“The Long Term Council Community Plan And Annual Plan Committee resolved to:*

- (v) *Agree that the Staff Budget Review Group and the Councillor Budget Review Group continue to progress the budget savings as identified in the report from the staff budget review group to the Chief Executive Officer.”*

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It is understood that this includes investigating over the next three months whether or not to introduce paid parking in town centres. The results of that investigation would influence the final Parking Plans and the Long Term Council Community Plan.

### **Parking Buildings**

12. A key issue is the provision of car parking buildings or deck parking as an efficient use of land for parking. The proposed regulatory approach of maximum limits on parking affects whether or not a car parking building is permitted and funded. This has significant implications in terms of cost (both of the parking building and of parking), use of land in town centres, allocation for short-stay or long-stay parking and choice of mode of travel.

### **Consideration of Community Views**

13. Feedback was received during consultation, in November and December 2008, with targeted organisations, businesses, town centre residents and officers as well as the general public on the three proposed options for parking provision in new development. This feedback has been considered and where appropriate included in the Draft Plans.

### **Options Identified**

#### **Parking Management**

14. The Draft Plans identify a range of appropriate parking management techniques including:
- Shared parking;
  - Improved user information and marketing;
  - Transportation Management Associations;
  - Increased capacity of existing parking facilities;
  - Implementing travel demand management programmes;
  - Paid parking;
  - Provision of bicycle and motor cycle parking;
  - Develop overflow parking plans; and
  - Addressing spill-over problems.

15. The Draft Plans identify the options around delegating some responsibilities for parking management to local level Transport Management Associations. These include vesting this responsibility in established Business Improvement Districts. However, implementation of the Draft Plans would require additional resources to manage parking, particularly in the town centres and growth corridors.

### **Parking Management Plans**

16. A requirement for additional PMPs to provide for effective local level parking management has already been identified for Glen Eden, Titirangi and the Lincoln Road corridor. PMPs will also be required for other town centres and corridors.

### **Paid Parking**

17. The Draft Plans provide guidance whether to charge for Council owned public parking areas in town centres and growth corridors. The Draft Plans identify the circumstances which will lead to Council making a decision on the next stage of paid car parking, payment for the use of on-street car parks and park and ride facilities. Paid parking would provide market conditions for people to make choice about using public transport and active modes or driving a car. Paid on-street parking will also provide market conditions for investment in car park buildings and an appropriate number of on-site car parks. Positive impacts will include:

- Encouraging compliance with time limit restrictions;
- More likely to be used by those who can afford parking cost and are likely to spend more at retail outlets;
- Less likely to be used by those who cannot afford the cost and are likely to spend less at retail outlets;
- Generating revenue which can be reinvested in the town centre / growth corridor; and
- The need to manage spillover effects on the fringes of the town centre / growth corridor.

18. The Council has received professional consultants' advice that it should consider introducing paid parking when occupancy levels of on street car parks reaches 85%. At that level, it is difficult to find a car park space and issues arise with parking beyond the restricted time period.

19. However, because of the inherent sensitivity of paid parking, further factors, in addition to the 85% occupancy levels, need to be considered when determining the timing of proposed on street paid parking. These should include:

- The timing of the introduction of further improvements to public transport, including provision of feeder bus services, integrated ticketing and rail electrification;
- The anticipated impact on business;
- The social impacts on residents living in and visiting town centres;
- The completion of infrastructural projects, such as town centre upgrades and the New Lynn Transit Oriented Development; and
- Competitive advantage with other centres both within Waitakere and within the Auckland Region and the risk of business transference.

## Parking Buildings

20. As a general approach the Council would only invest in a public car park building if there is current and anticipated need and there is the ability to recover the cost through parking charges. It is important that the Council's role in respect to parking buildings is clearly defined. If it is the default provider, this should be in the context of limiting parking supply, rather than maximising revenue. The Council's role would depend on the extent to which the private sector would be involved and its ability to bear upfront costs. There are likely to be different approaches to the setting of levels of parking charges and provision for short-stay or long-stay parking depending on public or private control.

## Preferred Option

21. In order to take into account timing concerns, particularly those around improvement of public transport and to facilitate the transit oriented development in New Lynn, the Draft Plans are based on minimum parking standards with flexibility, for parking provision in new developments, until the 2013/2014 financial year. Thereafter, the Draft Plans are based on parking maximum standards with flexibility, for parking provision in new developments.
22. The Draft Plans provide for proactive management of parking, anticipating changes such as introduction of paid parking. The Draft Plans provide indicative timeframes and criteria for a Council decision on introduction of paid parking. The Draft Plans provide guidance on public car park buildings and public car parking. Feasibility studies and decisions made in Long Term Council Community Plans would determine the extent of the Council's involvement in the provision and operation of car parking buildings. If the Council controls at least one car park building in a town centre, it has the ability to influence the level of charges and the allocation of short-stay and long-stay parking. Net revenues from parking would be available to be reinvested back into the town centre. The Council can review its function and involve the private sector in the construction and/or management of parking as appropriate.

## STRATEGIC CONTEXT

23. There are a number of strategic platforms that are affected by parking, including the following:
- **Integrated Transport and Communication: *Te Whakaurunga Waka Te Whakawhiti korero***  
Parking directly affects access by motor vehicles and also the level of traffic attracted to a centre;
  - **Strong innovative economy, *He tupuranga kaha ihi wana***  
Parking is a critical factor for movement of goods, delivery of and access to services and business travel in Waitakere and across the region. Parking is also a critical factor in terms of the cost and location of development;
  - **Strong Communities, *He iwi kaha***  
Parking affects access by motor vehicles and also other modes. Parking has an impact on affordable housing, the intensification that can be achieved in town centres and growth corridors, and the safety and amenity of these places;
  - **Urban and rural villages, *Nga kainga taone, tuawhenua***  
Parking has a key role in the delivery of the vision for thriving, people oriented town centres; and

**Sustainable energy and clean air, *He kaha motuhake. He hau ora pai***

Parking has an important impact on traffic levels and associated fuel use and emissions. The effects vary depending on the level of traffic that arises from an expansionary or travel demand management approach adopted in the Auckland region.

**CONSULTATION**

24. In November and December 2008 officers met with targeted organisations, businesses and town centre residents to discuss the three proposed parking options. Feedback received at these meetings and on feedback forms made available to the public. This feedback was summarised and reported to the Policy and Strategy Committee at its meeting on Thursday, 5 February 2009.

**RESOURCES**

25. Adequate resources have been provided in the Annual Plan 2008/2009 to undertake the necessary consultation on the Draft Plans.

**Implementation of the Draft Plans**

26. The resources required to implement the Draft Plans are only partly provided for in the draft Long Term Council Community Plan 2009-2019. These resources include ongoing parking management at current levels, two car park buildings in New Lynn, the development of additional town centre parking management plans and the review of the District Plan. However, there are many aspects of the Draft Plans which are not included in the draft Long Term Council Community Plan 2009-2019, such as paid parking and resources to increase parking management. These issues will be reported on at the time of the adoption of the final plans.

**IMPLEMENTATION ISSUES**

**Consultation process**

27. Having completed the first stage of consultation on options it is planned to conduct a second stage of formal consultation on the Draft Plans. The Local Government Act 2002 only provides for one proposal to be considered during formal consultation. Accordingly Waitakere has developed the practice of, where appropriate, undertaking a two stage consultation process, putting forward a number of options for informal consultation, prior to formal consultation.
28. An indicative timeline for the development of the final Waitakere City Parking Plan and its constituent town centre PMPs has been developed in terms of the following timeframe:

- |   |                       |
|---|-----------------------|
| • Policy and Strategy Committee adopt consultation draft of Parking Plans | 5 March 2009          |
| • Formal consultation   | 30 March – 1 May 2009 |
| • Hearings  | 18 – 28 May 2009      |
| • Adoption  | July 2009             |
| • Print and publish Parking Plans   | September 2009        |

### Future Resourcing

29. Implementation of the Draft Plans is depending on future resources over the life of the Plans from 2009 to 2040 to be sourced from a combination of funding from the Council, the private sector and revenue from paid parking.

**Report prepared by:** Charlie Inggs, Strategic Advisor Transport.



## 7 REGIONAL PUBLIC TRANSPORT PLAN DISCUSSION DOCUMENT

### GLOSSARY

Auckland Regional Transport Authority	(ARTA)
Regional Public Transport Plan Discussion Document	(the Discussion Document)
Regional Public Transport Plan	(RPTP)
Public Transport Management Act	(PTMA)
Passenger Transport Network Plan	(PTNP)
New Zealand Transport Strategy	(NZTS)
Government Policy Statement	(GPS)
Long Term Council Community Plan	(LTCCP)
New Zealand Transport Agency	(NZTA)
Rapid Transit Network	(RTN)
Quality Transit Network	(QTN)
Central Business District	(CBD)

### EXECUTIVE SUMMARY

A167-A199

On Tuesday 3 February 2009, the Auckland Regional Transport Authority (ARTA) released the Regional Public Transport Plan Discussion Document (the Discussion Document) for stakeholder consultation with a deadline for comments of Friday, 13 March 2009. The Discussion Document (attached at pages A167 to A199) is the precursor to a draft Regional Public Transport Plan (RPTP). The Council will also have the opportunity to make a submission on the draft RPTP.

The RPTP, when finalised, will be ARTA's response to the passage in late 2008 of the Public Transport Management Act (PTMA), which gives regions considerably more flexibility in the procurement of public transport services. The current deregulated procurement framework is a key barrier to achieving the goal set out in ARTA's Passenger Transport Network Plan (PTNP) of achieving 100 million public transport trips per annum by 2016 in the region.

The RPTP will also be critical for achieving New Zealand Transport Strategy (NZTS) and Government Policy Statement (GPS) targets for a more sustainable transport sector that is effective at reducing greenhouse gas emissions.

The Council was strongly supportive of the regionally agreed position urging significant changes to the existing public transport procurement arrangements. Officers are equally supportive of the direction proposed in the Discussion Document.

## RECOMMENDATIONS

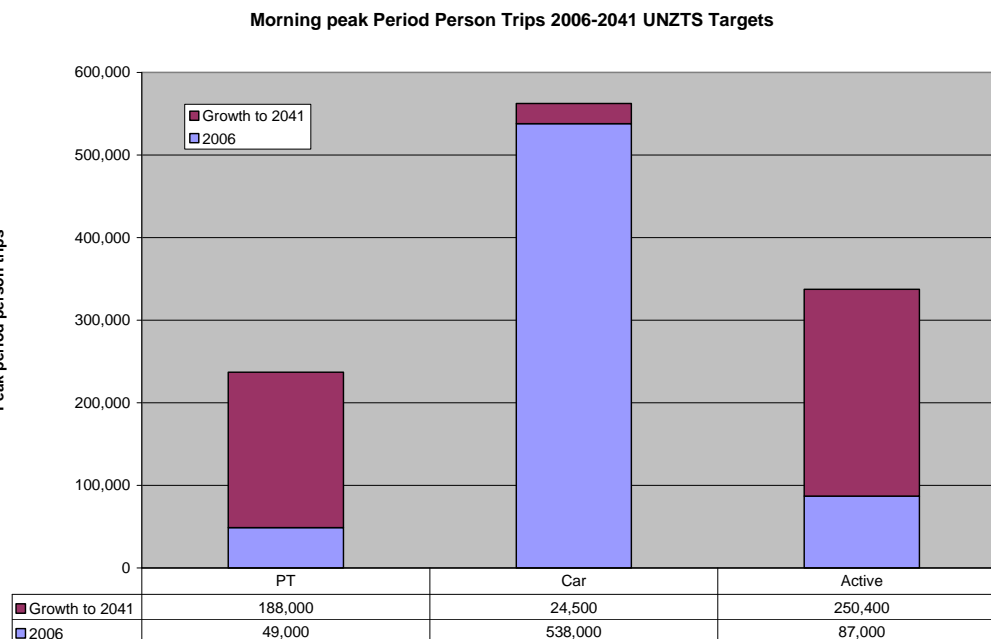
It is recommended that the Policy and Strategy Committee resolve to:

1. **Receive** the Regional Public Transport Plan Discussion Document report.
2. **Agree** that the Policy and Strategy Committee endorse the contents of the Regional Public Transport Plan Discussion Document and strongly supports the earliest possible implementation of integrated ticketing and an integrated multi-modal public transport system that works to the strengths of each public transport mode.
3. **Agree** that a submission be made to the Auckland Regional Transport Authority on the Regional Public Transport Plan Discussion Document with the final submission to be signed off by the Chairman of the Policy and Strategy Committee.

## **BACKGROUND**

1. ARTA was set up in December 2004 to accelerate the development of public transport by giving a single agency a larger role in its operation and development.
2. The ARTA Rail Development Plan, released in August 2006, outlined a business case for rail electrification and provided a rationale for the development of the Central Business District (CBD) Rail Tunnel. Prior to the release of these documents, and the previous Government's allocation of \$600 million in funding for the core network upgrade, potential rail patronage would have been stalled at around the current level of 7.5 million trips per annum. The core network upgrade funding will provide the infrastructural improvements to allow 10-minute peak train service across the network from the second half of 2010. This, combined with rail electrification, will provide capacity for 15.7 million rail journeys in 2016, and rising to 30 million in 2030, assuming the completion of the CBD Rail Tunnel.
3. The PTNP was issued by ARTA in November 2006. This sets a target for increasing public transport patronage from 52 million journeys in 2006 and 100 million by 2016. This is intended to be achieved through the development of a layered public transport network comprising the Rapid Transit Network (RTN) of rail and the Northern Busway, a Quality Transit Network (QTN) of premium bus routes running at high frequencies on direct routes linking key activity centres and a Local Connector Network of feeder routes to activity centres, integrated with the QTN and RTN at major multimodal interchanges.
4. The previous Government released the NZTS and the GPS on 5 August 2008 to focus the transport system on moving people and freight rather than moving vehicles. The NZTS has identified a number of targets to achieve its objectives. The most significant of which for the purposes of this report are:
  - To halve per capita domestic greenhouse gas emissions by 2040.
  - To reduce the kilometres travelled by single occupancy vehicles, in major urban areas on weekdays, by 10 per cent per capita by 2015.
  - To increase public transport to seven per cent of all trips by 2040 (i.e. from 111 million boardings in 2006/2007 to 525 million boardings in 2040).
5. The GPS sets the short-term targets for 2009/2010 through to 2014/2015 which are the first stages of implementing the NZTS targets. The key short-term target for the Council is:

- To reduce kilometres travelled by single occupancy vehicles, in major urban areas on weekdays, by 10 per cent per capita by 2015.
6. The sort of transformative change proposed in the Discussion Document is seen by officers as vital to contributing to the Council's and the Government's targets for reducing greenhouse gas emissions and for a more sustainable transport system. The chart below shows the level of increase in public transport patronage required to meet the NZTS target.



Source: Auckland Regional Transport Authority modelled data for 2006 and 2041 Morning peak period travel demand – Updated NZTS Mode Share Targets

7. However, the absence of a public transport contracting and procurement basis to implementing integrated ticketing and the absence of a procurement framework to facilitate an integrated multi-modal public transport network have been significant barriers to achieving the sort of patronage growth needed to deliver on the PTNP, NZTS and GPS targets.
8. At its meeting on 6 December 2007, the Policy and Strategy Committee resolved as follows:

- “1. That the Public Transport Management Bill report be received.
2. That the Council endorses the contents of the Public Transport Management Bill report as its policy position on public transport procurement reform.
3. That based on the contents of the agenda report and its conclusions, a submission be prepared on the Public Transport Management Bill, to be signed off by the Chairman of the Policy and Strategy Committee.”

3915/2007

9. This resolution demonstrated strong support from the Council for a move to a fully-contracted system of procuring public transport services. ARTA requires the continued support of Territorial Authorities to prepare the draft RTP based on fully contracted services. It would be consistent and appropriate for the Council to provide that support.

10. Council Officers believe that the discussion document provides a sound and well-considered way forward for achieving the region's shared goals for a much-improved public transport system.

## DECISION MAKING

11. This reports sets out the basis for a Council submission on the Discussion Document. The decision for the Policy and Strategy Committee is whether or not to endorse the contents of this report as the basis for a submission to ARTA. The Policy and Strategy Committee can choose to support the recommendations in this report; modify them or reject them.

## Issues

12. The Discussion Document outlines the process that ARTA proposes to use to implement integrated ticketing and a contracted public transport system which incentivises the private sector to deliver public transport services that deliver public good outcomes.
13. Both integrated ticketing, and the implementation of an integrated public transport system that works to the strengths of each individual mode and integrates the modes with each other, is strongly facilitated by the Discussion Document.
14. Officers believe that the Discussion Document forms a sound basis for ARTA to move forward on developing the RPTP required by the PTMA.
15. The Council will have the opportunity to input into the draft RPTP in mid-2009, when any issues of detail can be raised, taking into account the development of the bus network in Waitakere.

## STRATEGIC CONTEXT

16. The Discussion Document, if implemented in the final RPTP, would contribute to a number of strategic platforms and community outcomes as set out below.
17. **Integrated transport and communication, *Te Whakaurunga Waka Te Whakawhiti korero*** - should the ambitious public transport patronage targets be achieved, public transport will play a much more significant role in providing connectivity both within Waitakere and to the wider region.
18. **Urban and rural villages, *Nga kainga taone, tuawhenua*** - the City's long-standing strategic direction focussing on urban intensification supports the implementation of the direction set out in the Discussion Document.
19. **Strong innovative economy, *He tupuranga kaha ihi wana*** - greater public transport access and a reduction in single occupant vehicle travel would make a positive effect on congestion, which is a significant barrier to Waitakere's economic development.
20. **Strong Communities, *He iwi kaha*** - much improved public transport services supports building stronger communities, reduces social exclusion and allows deprived communities better access to facilities, services and employment.
21. **Sustainable energy and clean air, *He kaha motuhake, He hau ora pai*** - increased usage of public transport would deliver a more sustainable and resilient energy sector with reductions in pollution from transport, and commensurate reductions in carbon dioxide emissions.

22. The Waitakere City Transport Strategy's vision for transport in Waitakere is "a sustainable multi-modal transport system that is integrated with land use and contributes to Waitakere as an eco city". The Council's strategic direction for transport is well-aligned with the proposals in the Discussion Document.

### CONSULTATION

23. The proposed position set out in this report follows on from previous Council resolutions which strongly support a much improved and better integrated public transport system. This, in turn, was subject to extensive internal consultation.

### RESOURCES

24. No resources, other than staff time, are required.

### IMPLEMENTATION ISSUES

25. Any implementation issues would be the subject of reports to the relevant Committee of the Council at the relevant time.

**Report prepared by:** Darren Davis, Principal Advisor: Transport.



## 8 BEACON PATHWAY LIMITED UPDATE AND FUTURE PLANNING

### GLOSSARY

Beacon Pathway Limited (Beacon)  
Foundation for Science, Research and Technology (FRST)

### EXECUTIVE SUMMARY

The purpose of this report is to update the Policy and Strategy Committee on the achievements of Beacon Pathway Limited (Beacon), to confirm payment for the 2009/2010 financial year, and to signal the future plans and considerations for Beacon beyond 2010.

### RECOMMENDATIONS

It is recommended that the Policy and Strategy Committee resolve to:

1. **Receive** the Beacon Pathway Limited Update And Future Planning report.
2. **Invite** the Long Term Council Community Plan and Annual Plan Committee to include the annual shareholders contribution to Beacon Pathway Limited of \$200,000 in the draft Annual Plan 2009/2010.

### BACKGROUND

1. Beacon is a consortium initially formed in 2004 by four shareholders: Waitakere City Council, Fletcher Building Limited, SCION Research Limited and Building Research New Zealand Limited. In 2007 New Zealand Steel also joined as a shareholder. All current shareholders made a commitment until 2010 to fund Beacon which is matched by funding from the Foundation for Science, Research and Technology (FRST).

2. The purpose of Beacon is “building homes that don’t cost the earth”, that is to work towards a high quality of sustainability in the residential environment. The aspirational goal is that 90% of New Zealand homes will achieve a high standard of sustainability by 2012.
3. Beacon’s activity centres on its’ research portfolio and this is why the shareholders contributions are matched by FRST. Each year, under the existing arrangements, each shareholder contributes \$200,000 to Beacon. This funding, and that of all other shareholders, is used to purchase research that focuses on sustainable housing. This shared investment has enabled the Council to participate in, and benefit from, various research and pilot projects, such as the NOW home in New Lynn.
4. Under current government arrangements each shareholder has one seat on the Beacon Board of Directors. There are currently five Directors of Beacon and Waitakere City Council’s Deputy Director: Strategic Planning has replaced the previous Director: Community Wellbeing and is also the Deputy Chairman of the Beacon Board.
5. The Council reconfirmed its participation as a shareholder of Beacon for the duration of the FRST funding period and one more shareholder payment will fall due in the 2009/2010 financial year.
6. The Council’s \$200,000 annual investment has seen the Council participate in, and benefit from, various research and pilot projects. The Council’s continued contribution enables advocacy for Beacon to conduct research that directly benefits Council’s sustainability interests. Examples include:
  - The Neighbourhood Research.
  - The National Value Case for Sustainable Housing.
  - Research defining a “high standard of sustainability” to ensure that retrofitting truly meets sustainable objectives.
  - Advice and research to Council to support the Retrofit the City proposal.

## **DECISION MAKING**

### **Issues**

#### **FRST Performance Review**

7. Beacon’s performance is regularly reviewed by FRST and at the mid term of the programme conducted a governance and management review. FRST chose not to undertake a technical / science review of the research programme. FRST continues to be very happy with Beacon’s performance and programme and do not propose to conduct any further reviews before the end of the current contract. FRST have indicated that they are interested in Beacon’s future beyond the current contract and are keen to be a part of any future planned work.
8. FRST have committed to the Beacon research agenda until 2010. The Council originally committed to the three years with a further one year commitment in 2008/2009. A decision for the final year commitment 2009/2010 is sought at this time.

## Options Identified

### Beyond 2010

9. With 2010 fast approaching the Beacon shareholders have commenced consideration of the future of Beacon. The Beacon Board of Directors is considering two options for the further continuation of Beacon:
  - Option 1 is a continuation of the current research programme.
  - Option 2 is an expansion of the current programme to enable leadership, research and channel uptake to be undertaken.

## Assessment of Options

10. At the time of writing the Beacon Board of Directors is due to meet late February 2009 and a verbal update of the consideration for the options can be reported to the Policy and Strategy Committee at its meeting on 5 March 2009. Once the Beacon Board of Directors confirms its future option that will be reported back to the Policy and Strategy Committee for its consideration.
11. The third option which is also part of the considerations is that Beacon cease to continue beyond 2010/2011. FRST have indicated to Beacon that they are keen to receive a future funding proposal beyond the term of the current contract.
12. Any future option for Beacon may result in a change in the shareholding depending on the interests of the shareholders. It is also possible that new shareholders may be attracted to a future Beacon beyond 2010.

## STRATEGIC CONTEXT

13. The funds for Beacon are used to purchase research to progress sustainability in the built environment which is wholly consistent with the Council's strategic priorities of sustainable development. The Council originally decided to join the consortium because its objectives are also consistent with the Council's Strategic Platforms: Urban and Rural Villages, Strong Innovative Economy, Green Network, Three Waters, Sustainable Energy and Clean Air and Zero Waste.
14. The support and participation of Beacon is consistent with the Council's goal to advocate for and demonstrate best practice urban development and to develop ways that planning processes can support innovative, healthy and affordable housing provision.

## CONSULTATION

15. At this stage no consultation has been undertaken on the future of Beacon beyond June 2010. Once a future proposal is received from Beacon a programme of consultation will be undertaken. The funding being sought in this report is a final payment for the current Beacon programme that Council has committed to and no specific consultation was considered necessary in the preparation of this report.

## RESOURCES

16. The Beacon funding contribution sits within the current Finance Directorate as a Housing Consortium budget item. As has been the case in previous years, the budget is contained within the "levies" portion of the rates.

## IMPLEMENTATION ISSUES

17. The Council will continue to be represented on the Beacon Board of Directors until the end of the current programme, subject to the funding commitment being confirmed for the 2009/2010 year.
18. A further report will be brought back to the Policy and Strategy Committee once the Beacon Board of Directors has considered and determined its preferred option for the further beyond 2010. At that time all shareholders will be consulted on their future shareholding role with Beacon and the Council will determine whether it wishes to continue its involvement.

**Report prepared by:** Lesley Jenkins, Deputy Director:Strategic Planning.



## 9 FINAL INDUSTRIAL AND COMMERCIAL BUILDING DESIGN GUIDELINES FOR DEVELOPERS: MASSEY NORTH AND HOBSONVILLE CORRIDOR

### GLOSSARY

CB Richard Ellis	(CBRE)
Derek Kemp at Prosperous Places	(PP)
Industrial and Commercial Building Design Guidelines For Developers	(Design Guidelines)
Plan Change 15 – Massey North Urban Concept Plan	(Plan Change 15 area)
Plan Change 14 – Hobsonville Village Urban Concept Plan	(Plan Change 14 area)

### EXECUTIVE SUMMARY

The purpose of this report is to seek approval from the Policy and Strategy Committee to adopt the Industrial and Commercial Building Design Guidelines for Developers (Design Guidelines) that have been produced for both the Employment Special Area within Plan Change 15 – Massey North Urban Concept Plan (Plan Change 15 area) and the industry employment precincts within Plan Change 14 - Hobsonville Village Urban Concept Plan (Plan Change 14 area).

The Design Guidelines are not a further requirement placed on landowners and developers of the land, rather they provide guidance on the comprehensive set of assessment criteria relating to urban design matters contained within the District Plan.

In January 2008 specialist consultants, Urbanism Plus were engaged to develop these non-statutory Design Guidelines, drawing on best practice both nationally and internationally.

As a precursor to the work on the Design Guidelines, economic development work was undertaken to investigate the likely outcomes of the development process on the business land in Massey North and Hobsonville and the outcomes of this work fed directly in to the development of the draft Design Guidelines. Once endorsed the Design Guidelines will be printed and made available on the Council website and referenced on the Waitakere Enterprise website.

## **RECOMMENDATIONS**

It is recommended that the Policy and Strategy Committee resolve to:

1. **Receive** the Industrial and Commercial Building Design Guidelines for Developers: Massey North and Hobsonville Corridor report.
2. **Agree** to adopt the Industrial and Commercial Building Design Guidelines for Developers. Case Studies: Massey North and Hobsonville Corridor document.

## **BACKGROUND**

### **Massey North**

A200

1. Within the approximate 160 hectare Plan Change 15 area attached at page A200, approximately 51 hectares has been identified as the Massey North Employment Special Area. This area is envisaged to be an integrated industrial business and employment area, with a broad range of mutually compatible business activities and employment opportunities. The area is to primarily focus on the 'Group One' business sectors of manufacturing, construction, wholesale trade, transport and storage (defined by the Auckland Regional Council's 2006 Auckland Region Business Land Strategy), with preference given to those sectors which have high employment densities. Retail is limited to lunch bars and similar and residential development is prohibited.
2. Plan Change 15 states that development in the employment area is to ensure that activities and buildings are designed and located so that they address the street and public spaces, thereby contributing to amenity values and in particular pedestrian accessibility and safety. Plan Change 15 states that an inclusive approach to development in this area is needed, including the achievement of an excellent standard of industrial urban design.

### **Hobsonville Village**

A201

3. Within the approximate 100 hectare Plan Change 14 area attached at page A201, 52 hectares of land has been identified as Industry Precinct A and Precinct A2. These precincts are to be appropriately developed to include industry, manufacturing, offices, service stations, retail sale of goods manufactured on site and limited convenience shops (such as lunch bars).
4. Plan Change 14 states that the industry precincts aim is to achieve a high standard of architectural, urban design and landscape development, particularly in those areas facing Hobsonville Road, Brigham's Creek Road and the existing Hobsonville Primary School, where it is important to control the effects of non-residential development on the surrounding environment. Plan Change 14 has specific rules on landscaping, building frontages and buffering that seek to encourage good design outcomes. Precinct A2 (commonly referred to as the 'Fulton Hogan' land) requires further technical work before it is able to be developed for non-residential activities, however all relevant policies and rules that apply to Precinct A will apply to Precinct A2.

## DECISION MAKING

### Issues

#### Development of the Design Guidelines

5. Neither of the industry employment areas for Plan Change 14 or Plan Change 15 require a comprehensive development plan to be lodged before new developments can be consented (while other areas, such as the town centres in these areas do).
6. It was therefore considered prudent to develop Design Guidelines, to primarily assist external stakeholders such as land developers during the early stages of their design process, so that the desired outcomes for these two new regionally significant employment areas can be realised. Council officers will also benefit from having further guidance on the District Plan assessment criteria when processing consent applications.
7. In January 2008, a specialist consultant Urbanism Plus was engaged to develop these non statutory Design Guidelines, drawing on best practice both nationally and internationally.

#### Business Land Development Research

8. As a precursor to the work on the Design Guidelines, Council officers engaged other specialist consultants to investigate the likely outcomes of the development process on the business land in Massey North and Hobsonville. The first report, by CB Richard Ellis (CBRE) was an examination of a likely development outcome given current market conditions. The second, by Derek Kemp at Prosperous Places (PP), used the CBRE report as an input to examine an optimum mix of developments that would meet Waitakere's economic demands and the Council's development aspirations. These reports were used as inputs into the development of the Design Guidelines.
9. The conclusion of the CBRE report is that these business areas will be developed because they satisfy core demand for land that is in short supply throughout the Auckland region, particularly in the north and west. The CBRE report was then used as an input to the PP report which attempted to identify the "best use" and desirable "development visions" for the Massey North/ Hobsonville Corridor land. The analysis was based on historic and projected future employment growth and the demand for land emanating from that growth. The PP work identifies a number of development options to guide the future development pattern in NorSGA. These development options have in turn guided the typologies of land use development in the Design Guidelines.

#### Final Design Guidelines

- A202-A244
10. The final draft Design Guidelines are attached at pages A202 to A244 and set the context for Massey North and Hobsonville Corridor, through the identification of the wider vision and key analysis for the two areas. Good design principles are contained at the beginning of the document illustrating how development can achieve greater efficiencies and prosperity, whilst avoiding compromising other land uses nearby.

11. Ten key general design considerations are then discussed:
  - Putting the right use in the right place;
  - Site design;
  - Building interface and entrances;
  - Vehicular and cycle parking and pedestrian access;
  - Safety and security;
  - Landscaping;
  - Signage;
  - Energy efficiency and conservation;
  - Low impact design; and
  - Storage and collection of wastes, servicing and loading.
  
12. Drawing on the PP work, nine typical land use activity types are described as being most appropriate for the new industrial employment land in Massey North and Hobsonville Corridor:
  - General Industry;
  - Light Industry;
  - Service Trades;
  - Clean Production;
  - Warehousing;
  - Boat and Car Sales;
  - Vehicle Trades and Services;
  - Industry/Yard-Based Retailing; and
  - Corporate Offices.
  
13. These activity types are described in a summary table with indicative images and ideal site features. They are then discussed further in case studies that graphically illustrate best practice site design, with diagrams, photos and annotations to assist stakeholders in understanding the intent of Plan Changes 14 and 15. Importantly the case studies reinforce the key design considerations identified earlier in the document.
  
14. In addition, a case study on efficiencies across industrial lots and subdivisions has been included. This refers to the initial subdivision or pre-development amalgamation of land and aims to encourage the sharing of services, facilities or amenities between multiple lots to increase operational efficiencies and in turn may result in cost savings and a more efficient built environment.

### **Consideration of Community Views**

15. Planning for Massey North and Hobsonville Corridor has been ongoing since 2001, with a number of opportunities during this time for the wider community to have their say and be heard through the comprehensive consultation period. No specific consultation has taken place with the general community in the development of these Design Guidelines.

16. In October 2008, officers reported the draft Design Guidelines to the NorSGA Urban Development Committee for their comment. Further consultation followed in December 2008 with the North West Waitakere Business Network (representatives of landowners and developers in the NorSGA area) and the New Zealand Retail Property Group (developers of the new Massey North town centre and owners of industrial zoned land in the new Massey North employment area). In particular, the case study on efficiencies across industrial lots and subdivisions was included in the document as an outcome of this consultation.
17. Copies of the draft Design Guidelines were also given to Waitakere Properties Limited and Fulton Hogan for their information and comment. Fulton Hogan commented that they were very useful, especially in the key analysis of Hobsonville Corridor and the document influenced the location of activity types in their own master planning.
18. Council will continue to work with landowners and developers in the NorSGA area through the implementation of Council's Business Investment Marketing Strategy.

### **STRATEGIC CONTEXT**

19. Massey North is identified in the Council's 2006 Draft Growth Management Strategy as one of the City's three major centres, while Hobsonville Village has been identified as a key town centre. Significant growth is expected to occur in Massey North and Hobsonville as urban development and intensification takes place in residential, retail and employment areas, as part of the development of the NorSGA area. This growth contributes to Council's Urban and Rural Villages and Strong Innovative Economy strategic platforms and Strong Economy and Urban and Rural Villages community outcomes.
20. In particular the development of industrial and commercial design guidelines contribute to the implementation of the urban design principles that have guided the development of Plan Changes 14 and 15. These principles are based upon the Ministry for the Environment's 'People Places and Spaces' document, whose approach is also strongly sustainability based and seeks quadruple bottom line outcomes in line with the Council's strategic and long term planning goals.

### **CONSULTATION**

21. Consultation with key staff across the Council has taken place during the identification of the need for the Design Guidelines, the development of the brief and the finalisation of the draft and final document.
22. No specific consultation on the design guidelines has taken place with Te Taumata Runanga / iwi recently, although they have been consulted in the past during the development of Plan Changes 14 and 15.

### **RESOURCES**

23. Staff resources and existing budgets and work programmes are available to finalise and implement the Design Guidelines.

### **IMPLEMENTATION ISSUES**

24. In terms of the Council's role in economic development in NorSGA, the most effective intervention at this stage is in visioning, leadership and advocacy, with the Design Guidelines part of this package.

25. These Design Guidelines will assist staff from Council and Waitakere Enterprise, who are involved in business attraction through Council's Business Investment Marketing Strategy. Staff will also use the Design Guidelines to help in the clarification of the relevant District Plan assessment criteria in Plan Changes 14 and 15.
26. It is envisaged at a later date that these Design Guidelines may be 'rolled out' to other parts of the City.

**Report prepared by:** Stephanie Jowett, Strategic Planner, Strategic Projects.  
Peter Joyce, Project Manager Urban Design, Urban Design and Development.



## 10 TOWN CENTRE STRATEGIC PARTNERSHIPS PROJECT: UPDATE ON THE BUSINESS IMPROVEMENT DISTRICT IN TE ATATU PENINSULA

### GLOSSARY

Annual General Meeting	(AGM)
Business Association	(BA)
Business Improvement District	(BID)
Te Atatu Peninsula	(TAP)
Te Atatu Peninsula Business Association	(TAPBA)
Town Centre Strategic Partnerships Project	(TCSP)

### EXECUTIVE SUMMARY

This report provides an update to the Policy and Strategy Committee on Te Atatu Peninsula (TAP) Business Improvement District (BID).

During 2006 and 2007, the Town Centre Strategic Partnerships Project (TCSP) was developed and BID structures and tools were created and adopted by Council. Te Atatu Peninsula Business Association (TAPBA) was judged to be in the best state of readiness of all Waitakere town centres to tackle the process of becoming a BID. An Establishment Poll was conducted in November 2007 and the BID targeted rate was struck as at 1 July 2008. TAP BID began its journey with a launch on 16 July 2008 and the appointment of a town manager on 24 July 2008.

This report records the actions taken by TAP BID since its inception.

### RECOMMENDATIONS

It is recommended that the Policy and Strategy Committee resolve to:

**Receive** the Town Centre Strategic Partnerships Project: Update On The Business Improvement District In Te Atatu Peninsula report.

## BACKGROUND

1. In September 2006 the City Development Committee approved the TCSP. Work began to prepare the tools for setting up BIDs under the umbrella of this project, and investigating the readiness of Waitakere town centres to become BIDs. It was resolved:

- “1. That the Town Centre Strategic Partnership Programme report be received.
2. That the City Development Committee endorses the proposed implementation of the Town Centre Strategic Partnership Programme within the City Development 2006/2007 programme.
3. That the City Development Committee nominates Crs Battersby, Neeson, and Corban to participate on the Working Group (referred to in the Agenda report Issues Part Two) in each town centre.”

1758/2006

2. The Working Group referred to in resolution 3, is a general name which encompasses a town centre Business Association (BA), or any other town centre group that is working towards a BID.

A245

3. In September 2007 the Finance and Operational Performance Committee adopted a Council BID Policy and Model Rules. By this time the TAPBA had begun the process of becoming a BID (BID flow chart attached at page A245). The Finance and Operational Performance Committee resolved:

- “1. That the Town Centre Strategic Partnership Programme: Business Improvement District Policy and Model Rules report be received.
2. That the Business Improvement District Policy and Business Improvement District Model Rules be adopted.”

3486/2007

4. A TAPBA Annual General Meeting (AGM) was held on 12 September 2007. At this meeting the stakeholders approved:

- i. a proposed town centre boundary;
- ii. a new constitution;
- iii. a business plan developed by the BA (with guidelines provided by Council) for the express purpose of implementing a BID in TAP; and
- iv. to continue the process of becoming a BID by requesting that the Council conduct an Establishment Poll in TAP town centre.

A246-A249

5. Council conducted the Establishment Poll on 30 November 2007 with TAPBA stakeholders in accordance with the provisions of the Local Electoral Act 2001. Under the terms of Council's BID Policy (attached at pages A246 to A247) this was successfully passed. The declaration of Result of Poll is attached at pages A248 to A249.

6. In March 2008 the Finance and Operational Performance Committee received the results of TAP Establishment Poll and recommended that a targeted rate be proposed and consulted through the draft Annual Plan 2008/2009. It was resolved:

- “1. That the Town Centre Strategic Partnership Programme: Te Atatu Peninsula Business Improvement District Poll Result report be received.
2. That it be recommended to the Long Term Council Community Plan and Annual Plan Committee that a targeted rate be set as a rate in the dollar on the land value on the business sector properties situated in the Te Atatu Peninsula town centre that will yield \$70,000 in the 2008/2009 rating year, and that this be included in the draft Annual Plan 2008/2009 for consultation.
3. That it be recommended to Council that the Council’s Revenue and Financing Policy be amended to permit the raising of a targeted rate to fund the budget requirements of Business Improvement Districts within the City and that a Statement of Proposal be prepared for Council’s consideration.”

304/2008

7. In April 2008, the Council approved an amendment of the Council’s Revenue and Financing Policy to permit the levying of a targeted rate to fund the budget requirements of BID’s within the City.
8. The draft Annual Plan 2008/2009 consultation process drew one submission against the BID and 21 submissions for the BID. These submissions were responded to in the normal manner. TAP BID targeted rate for \$70,000 +GST was struck on 1 July 2008.

## DECISION MAKING

### Issues

9. Since TAP BID was established on 1 July 2008, the \$70,000 +GST targeted rate funding has been granted to the BID in quarterly payments, and a number of actions have taken place:
  - i. The town manager’s job was advertised and a subcommittee of TAPBA, assisted by the Principal Advisor – Town Centre Liaison, interviewed three applicants. Mr Graeme Smith was appointed as TAP BID Town Manager. Mr Smith will attend the Policy and Strategy Committee meeting to be introduced.
  - ii. TAP BID is spending the \$70,000 +GST targeted rate funding on its approved Business Plan for the 2008/2009 year. The following Critical Projects are being developed. (TAP Business Plan is attached at page A250).
    - TAP BID has a designated budget of \$10,000 for entrance and welcoming signage. In view of the fact that all parties (including the Council) will want a quality design and end-product, an additional \$10,000 has been allocated from the BID programme budget in the current financial year to assist with this project. TAP Town Manager has initiated a design brief process in conjunction with committee members and Council staff.
    - TAP Town Manager is working closely with the community constable on the significant night-time problems such as tagging, general disorder and burglaries. TAP Town Manager is working alongside the Council on ownership of parts of the footpath.

A250

- TAP Town Manager has been liaising with landlords and is beginning to have an impact on landlord's choices of tenants, which will maintain occupancy, and improve the retail mix in TAP Town Centre over time. Current business premise occupancy is excellent (only one shop and one office vacant).
  - A Business and Community Directory was published in July 2008. This is planned as an annual publication. A new set of street flags displaying TAP BID logo have been installed, and a new website is being developed.
  - TAP Town Manager is supporting TAP Town Centre businesses through mentoring, and shop space analyses, which will encourage improved performance and better customer service. BID Awards have already been made to businesses which have performed well.
  - The existing community market has increased its patronage and turnover as a result of TAP Town Manager's involvement.
  - Three promotional advertising features incorporating customer prize draws have been published in the Western Leader and Aucklander. Citizens Awards have been instituted.
- iii. The first TAP BID AGM was held on 24 September 2008.
- iv. TAP BID's new Committee has been inducted to good committee practices and their Key Performance Indicators have been established.
10. BAs in other Waitakere town centres are now expressing interest in becoming BIDs. Glen Eden has begun the BID process: an AGM was held on 4 November 2008 and an Establishment Poll was conducted on 12 December 2008.

### **Retail Seminars**

11. Considering the troubled economic situation worldwide and close to home, it is clear that many small local businesses may currently be struggling to survive. Therefore, a series of retail seminars are being planned in conjunction with Waitakere Enterprise and the New Zealand Retailers Association. The objective will be to provide pragmatic information to Waitakere retailers at a token cost, subsidised by the BID programme budget. The seminars will be titled "How to Survive Tough Times – practical tips and ideas", and will be promoted through Waitakere Enterprise and local business associations.

### **Consideration of Community Views**

12. One of the most important roles of the BID Town Manager is to liaise and communicate regularly with their Town Centre stakeholders. TAP Town Manager visits and meets with stakeholders regularly and is representing their views at monthly Committee meetings. The tenor of stakeholder feedback has been consistently positive. TAP Town Manager writes a regular newsletter ("Synergy"), copies of which are delivered to all stakeholders, and to all Councillors and Henderson Community Board Members. The Councillor and the Community Board member appointed to TAP usually attend the BID Committee meetings. The BID Committee is comprised of a broad range of business people who bring a range of different skills and perceptions to the committee meetings.

## STRATEGIC CONTEXT

13. This initiative contributes directly to a large number of Waitakere's Community Outcomes and Priorities.

Community Outcome	The BID's contribution
<b>Strong Communities: He iwi kaha</b>	
Priority: Enabling ways for people to contribute to their community.	Provides the organisation and resourcing to enable local businesses to contribute to their local community.
Priority: Creating and supporting places and local focal points.	Provides the organisation and resourcing to enable town centre focal point development.
Priority: Facilitate ways to bring people together around projects, events, issues and ideas.	Provides the organisation and resourcing to enable the businesses to come together to organise events, progress projects and identify issues and solutions.
Priority: Support community identification of common interests, priorities and needs.	Provides the organisation and resourcing to enable local identification of issues and solutions.
<b>Strong Economy: He tupurangu kaha ihi wana</b>	
Priority: Good design of spaces.	Provides the organisation and resourcing to enable community engagement in the town centre planning.
Priority: Foster a strong business voice.	Provides the organisation and resourcing to enable a strong local business voice.
<b>Urban and Rural Villages: Nga kainga taone, tuawhenua</b>	
Priority: All are relevant.	Organised local businesses with direct involvement in planning and implementation enables thriving, well connected and identifiable centres.
<b>Vibrant Arts and Culture: Toi me nga Tikanga Taketake</b>	
Priority: More arts in infrastructure and built environment.	Organised businesses facilitate and promote better acceptance of public art in their town centres as part of their business plan.
Priority: More events and festivals.	Organised businesses with their own funding generate more activities like events and festivals in their town centres as part of their business plan.
<b>Working together :Te mahi tahi</b>	
Priority: All are relevant.	Provides increased opportunities for business people to communicate and engage with one another and achieve outcomes together.

14. Waitakere's community outcomes are strongly aligned to achieving the City's strategic direction. The linkages with the key platforms are outlined as follows:

- **Urban and Rural Villages** - The Council alone is not responsible for the delivery of vibrant and thriving town centres. This programme involves working with all the town centre stakeholders to harness their contributions towards achieving strategic goals.
  - **Integrated Transport and Communication** - It is important to engender support amongst town centre stakeholders for public transport. An understanding of the Council's sustainable transport policies, and how these might be achieved, will be embedded with the stakeholders and can flow on to their business practices.
  - **Strong Innovative Economy** - Through support for strong business associations and active stakeholder participation in addressing local issues in partnership with Council, there will be the flow-on effects of a strengthened local economy and job creation.
  - **Strong Communities** - There are several benefits from increasing the ability of stakeholders in town centres to work collaboratively amongst themselves on local issues such as safety and accessibility, and to work co-operatively with the Council on town centre projects.
  - **Active Democracy** - By creating a mutually beneficial partnership the door is opened to enhance civic participation, improved communication, and stakeholder willingness to get involved.
  - **Green Network** - "Greening" Waitakere's town centres is an objective of this project, to be implemented in business plans as the process evolves.
15. In addition to working across the above strategic platforms, the programme also facilitates the implementation of several of the Council's key strategies including:
- Town Centre strategy;
  - Growth Management strategy;
  - Transport strategy;
  - Draft Social Wellbeing strategy; and
  - Draft Economic Wellbeing strategy.
16. The programme is an integral part of the Council's support for business growth in Waitakere, and as such sits alongside other Council work, as well as Waitakere Enterprise's work on business enhancement and recruitment.

## CONSULTATION

17. In the early stages of the TCSP development, Council staff responsible for the relationship with Maori, and Te Taumata Runanga/iwi, were informed of the BID process and its likely outcomes in Waitakere town centres.
18. According to the Council's BID Policy, TAP Town Centre stakeholders were given three opportunities to feed back their views on the BID process for their Town Centre: a BA AGM, an Establishment Poll and the Council's Annual Plan process. (Property owners and tenants within any Town Centre boundary are all equal stakeholders in a BID). TAPBA AGM, Establishment Poll and Annual Plan process are described in the Background section of this report.
19. During the critical months between the Establishment Poll and the closing of draft Annual Plan 2008/2009 submissions, TAPBA Committee Members and Council staff canvassed the stakeholders with a view to improving their understanding of, and their involvement in, the BID process. Particular attention was paid to those stakeholders with English as a second language.

## RESOURCES

20. There are financial and staffing resources assigned to the implementation of the BID programme across Waitakere town centres for the 2008/2009 year. There are sufficient financial resources allocated within the Town Centre budget in the Annual Plan 2008/2009 and the Annual Plan 2009/2010 to progress TAP BID.
21. When the TCSP process achieves BID status in any town centre, the new BID is granted (in quarterly payments) the targeted rate funding paid by its stakeholders to implement its business plan.

## IMPLEMENTATION ISSUES

There are no implementation issues arising from this report.

**Report prepared by:** Robin Jenkin-Winter, Principal Advisor - Town Centre Liaison.



## 11 PROJECT TWIN STREAMS UPDATE

### GLOSSARY

Project Twin Streams	(PTS)
Auckland Regional Holdings	(ARH)
Auckland Regional Council	(ARC)
New Zealand Transport Agency	(NZTA)
Integrated Water Resource Management Plan	(IWRMP)
Integrated Catchment Management Plan	(ICMP)
Memorandum of Understanding	(MOU)

### EXECUTIVE SUMMARY

The purpose of this report is to provide the Policy and Strategy Committee with an update of Project Twin Streams (PTS) outcomes and highlights from February 2008 to December 2008. As PTS moves into its sixth year the project goes from strength to strength.

### RECOMMENDATIONS

It is recommended that the Policy and Strategy Committee resolve to:

1. **Receive** the Project Twin Streams Update report.
- A251-A272 2. **Agree** to confirm the strategic plan for Project Twin Streams attached at pages A251 to A272.
3. **Direct** the Chief Executive Officer to bring back a report on the future direction for Project Twin Streams once the Auckland Regional Holdings funding expires.

## BACKGROUND

1. PTS is an innovative multi-faceted Council-Community project that focuses on achieving long-term sustainable integrated management of the Henderson Creek and Huruhuru Creek catchments. This project weaves together the issues of integrated stormwater management and the restoration of stream banks along the Oratia, Waikumete, Opanuku, Pixie and Swanson Streams, with a sustainable community development approach. The PTS catchment has a population of 103,000 people and covers 10,000 hectares.
2. Infrastructure Auckland, now Auckland Regional Holdings (ARH), provided grant funding of \$40 million over a ten year period from 2003-2012 for stream restoration work on the Opanuku, Oratia, Waikumete, Pixie, Swanson and Paremuka Streams, as well as the Henderson Creek. The project broadly aims to avoid, remedy and mitigate adverse stormwater effects in ways that also achieve social, cultural and economic outcomes. A further \$5.2 million was received to build 9.6 kilometres of new cycle and walkways alongside three of the streams in the PTS catchment.
3. The purpose or kaupapa for PTS is: working together for healthy streams and strong communities: creating a sustainable future.
4. The key driver for PTS is environmental. There are critical issues facing the catchment. There are high levels of pollution in the discharge from Henderson Creek to the Waitemata Harbour; there is sporadic flooding, erosion and sedimentation of stream beds and, in storms, unacceptable levels of sewer overflows. With the extra pressure of climate change (extreme weather events) a growing population, a growing demand for water and an aging stormwater infrastructure, the challenges and costs are set to increase.
5. It was clear from the start of the project that the approach to improving the environment needed to be holistic, working in ways that integrated the four wellbeings: environmental, social, cultural and economic; and recognised the spiritual connection between people and the natural environment. It also recognised that a 'quick fix approach' was not appropriate and for lasting sustainable change to occur a long-term, multi-generational approach needed to be taken.
6. The point of difference of PTS from other environmental projects is that it takes a sustainable community development approach. The assumptions underpinning this approach are:
  - People are more likely to make changes in behaviour when they understand the problem and are part of identifying the solutions.
  - Local communities know the most appropriate and effective methods to engage local people.
  - Each community has its own diverse characteristics.
  - Creative learning methods that engage with people's hearts and minds are more effective in creating meaningful and long-term behaviour change.
  - A partnership approach between communities, iwi, local, regional and central government, non-governmental organisations, and local people will be a very effective way of achieving long-term change towards sustainability.
7. Sustainable Communities, a work strand of the Auckland Sustainable Cities programme, has had a significant role in supporting and resourcing the quadruple bottom line aspects of PTS from 2004-2007.

8. The goal of PTS is to create a sustainable catchment: healthy land, streams and harbours, and communities who are strong happy and connected and responsive to the challenges they face. The PTS stream restoration programme to improve stormwater quality and flow was seen as the first stage in a co-ordinated staged approach to begin to address the complex and serious environmental issues facing the catchment. The second stage of development is building on this to work alongside households and neighbourhoods towards lifestyle changes for more sustainable living. The implementation of the pilot Sustainable Household-Sustainable Living Programme in Ranui, Swanson and Glen Eden is the beginning of this stage. To address the wider catchment issues an integrated approach to dealing with issues around stormwater, drinking water, sewage and ground water in a planned co-ordinated way is needed. This work has begun through a catchment-wide integrated catchment management plan that is set in the context of an integrated water resource management framework.
9. From the beginning it was recognised that none of the major issues around water could be dealt with without significant engagement of the community. The PTS way of working has proved overwhelmingly successful in engaging with the diverse communities and cultures of Waitakere.
10. The model of contracting community organisations has built strong community ownership of the problems and a desire to be part of the long-term solutions. The partnership model that has developed with the PTS Community Contract Organisations for the stream restoration and the Memorandum of Understanding with the Auckland Regional Council (ARC) for a Sustainable Catchment creates a solid foundation for the challenge of developing a community governance structure that will enable PTS to continue to flourish beyond the end of the ARH funding in 2012. The decisions around regional governance, in particular decisions regarding water, are likely to impact on PTS.

## DECISION MAKING

### Issues

#### Planting and Maintenance Programme – Improving Stream Quality

11. PTS is showing evidence of extensive planting of eco-sourced native plants forming riparian corridors which form the backbone of the Green Network and links the Waitakere Ranges to the Waitemata Harbour. It also provides stream quality benefits by providing shading to the stream, stabilising banks, and introducing leaf litter and wood debris for instream fauna. The riparian revegetation programme is 57 percent complete and the outputs and outcomes achieved are in line with the key deliverables and timeframes with the Council's contract with ARH. The table below is a summary of the number of plants planted and community involvement for the 2008 planting season and overall term of the project to date.

Description	2008	Progress to Date (2003-2008)
Number of plants planted:		382,421
Community	77,988	
Contractors	20,963	
Number of Community Contract Organisations	6	6

Number of Volunteers (individuals)	4,460	14,726
Number of Groups	67	154

**Table 1 - Data on the number of plants planted and community involvement for the 2008 planting season and the overall term of the project to date.**

**Community Contracts and Community Engagement**

12. A key goal of PTS is to build community ownership of the problems facing the catchment, and solutions in ways that are inclusive and meaningful for local neighbourhood communities and communities of interest. This is being achieved through contracts with community-based organisations to deliver PTS in their communities, and the goal of community governance for the long-term sustainability of the project. This means that local organisations with local knowledge are the driving force of the project. In the table below are the community organisations contracted to deliver the PTS stream restoration programme and the streams they are responsible for.

<b>Community Contract Organisation</b>	<b>Stream</b>	<b>Number of Plants Planted by Community over 2008</b>
Te Ukaipo Mercy Initiatives for Rangatahi	Swanson, Waimoko and Momutu Streams	22,706
Swanson (local resident contracted)	Swanson	875
Community Waitakere	Henderson Creek	12,344
Corban Estate Arts Centre	Opanuku	11,280
McLaren Henderson Park South Community Initiative	Oratia	14,702
EcoMatters Environment Trust	Waikumete, Bishop & Whakarina Streams	16,081

**Table 2 - Summary of PTS Stream Restoration Programme.**

13. The work of the PTS Community Contract Organisations has been highly successful in engaging their local communities to plant and maintain the areas they are responsible for. All public areas on the Swanson and the Lower Opanuku Streams have now been adopted by community groups. The high level of commitment and performance of the PTS Community Contract Organisations have resulted in all contracts being renewed until the end of the Project, except in the case of Henderson Creek which is due for completion at the end of 2010.

- A273-A275 14. This community development model is proving extremely successful in facilitating diverse and significant community engagement in PTS. Nearly 15,000 volunteers have been engaged through the project. PTS has reached the point where local communities are committed to active participation and engagement in stream restoration activities and making streams the heart of their local neighbourhoods. As people are becoming increasingly connected to their local streams they are beginning to understand the connection between the health of the stream and their own actions and wider sustainability issues (see Case Studies of PTS Community Initiatives attached at pages A273 to A275).

### **Creative Processes and Innovative Learning**

15. Using creative learning methods to engage people's hearts and minds in reconnecting with their natural environment and healing the planet is proving to be an essential tool in the success of the stream restoration programme of PTS. It also provides a tangible and fun way for people, particularly children to engage in activities to strengthen their connection to sense of place and the special significance of the Waitakere waterways as they flow from the Ranges to the sea.
16. Last year saw the development of some significant creative learning projects that brought together a range of diverse groups and ages to work on joint projects. Two examples that demonstrate the power of creative processes to bring groups together whose paths are unlike to cross, to share their visions and deepen their connection to the natural environment are:
- A276
- A collaborative project between the private Sunderland College, Nga Kakano, a bilingual Christian alternative school, Community Waitakere and a local carver from Te Kawerau a Maki to carve a tree stump on Epping Reserve which has images of stream creatures designed by the children. On completion this carving was blessed in a special ceremony and named by Te Kawerau a Maki as Te Po Arahi meaning to lead or guard (see photo of this sculpture attached at page A276).
  - The development of a sculpture at Ulrich Reserve which borders the Waimoko Stream in Ranui is a collaborative public art and community engagement project bringing together six different artists and six community groups all involved in the restoration of the Swanson Stream. The sculpture represents the relationship between the Maori, Croatian and Pacific cultures in Ranui and the guardianship and health and wellbeing of the stream. Completion is estimated to be April 2009.
17. Capturing the imagination of people through creative processes is proving to be an effective way to raise awareness of environmental issues and educate the wider community about how they can all play a significant role in helping to heal our streams now as well as protect them into the future. Lasting icons are also being created by groups that reflect the history, diversity of cultures, the creative talent and the hopes and dreams of our communities. The role of the Community Arts Co-ordinator has been essential in leading the creative community engagement which is the glue of the project.

18. Council and the ARC are jointly funding a piece of work to develop an Innovative Learning Plan for creating a PTS Sustainable Catchment. The purpose of this plan is build on the current innovative community engagement and creative learning methods of PTS to deepen understanding by local households, businesses and neighbourhoods about how their catchment works and what actions they can take to ensure more sustainable water resource management. Investing in learning that engages with people's hearts and minds is being recognised as an effective strategy for influencing behaviour changes. It is anticipated that this plan will have regional and national relevance. Ministry for the Environment has expressed interest in this work. The plan and accompanying web-based resources will be completed by the end of February 2009 and reported back to the Policy and Strategy Committee meeting in July 2009.

### **Connectivity Between People and Environment – PTS Walk and Cycleways**

19. In 2004 an application was approved by ARH for \$5.2 million to construct walk and cycleways along the Opanuku, Oratia and Waikumete Streams. An additional subsidy of \$3.4 million was also obtained from the New Zealand Transport Agency (NZTA).
20. Finding creative opportunities to connect people to their natural environment and the streams is integral to PTS. Including art in the walk and cycleways is an opportunity to celebrate the diversity of Waitakere and provide a sense of community ownership and an incentive for people to use them. Many of the art initiatives involve collaborations with key stakeholders in PTS including Te Kawarau a Maki, Ngati Whatua and the local schools and communities.
21. A key outcome in 2008 was significant progress on the construction of the PTS walk and cycleways. Completion has been achieved on all segments, bridges and board walkways except for:
- The Upper Waikumete segment from Ceramco Park to Savoy Road. This is due for completion in April 2009.
  - The Upper Opanuku segment from Border Road to Henderson Valley Road. This is due for completion in September/October 2009.
22. When completed, the six pathways, totalling 9.6 kilometres, will provide residents with:
- Linked transport routes that are alternative options to using cars;
  - Better access to stream and the natural environment;
  - Amenity and learning in the form of artworks depicting local flora, fauna and cultural stories; and
  - Educational signs and demonstrations areas for permeable paving.
23. The ARC requires that all walk and cycleways used for commuter use must be lit at night. A successful application for \$1.2 million for lighting was made to the NZTA. An application was also made to the Energy Commission to enable solar lighting on the walk and cycleways however they have discontinued their funding. All lighting will now be networked. Contracts for the design and construction of the lighting are being prepared.

### **Mitigating Flood Hazards - Property Purchases and Covenants**

24. To date, 78 properties have been purchased for stormwater management and riparian margin development.

25. Part property purchases and 95 covenants over private properties are progressing well for the extension of the riparian margins. It is anticipated that this process will be completed by the end of June 2009.

#### **Relationship with Manawhenua and Iwi**

26. There continues to be strong support from both Te Kawerau a Maki and Ngati Whatua for PTS. Both iwi are actively involved in the Project, for example:
- Te Kawerau a Maki have played a vital role in PTS since the beginning of the project in 2003. They provide advice and guidance to both Council and the PTS community organisations and projects. Increasingly the PTS Community Contract Organisations are developing their own relationship with Te Kawerau a Maki and are seeking their advice and input to ensure that projects reflect and respect Te Kawerau a Maki as Manawhenua.
  - Ngati Whatua's role has evolved from one of advice and guidance to PTS to, in 2008, signing a contract for the riparian restoration of a tributary that flows into Opanuku Stream using traditional (cultural) restoration methods. This is an exciting development in PTS and an opportunity to share knowledge and expertise.

#### **Economic Development**

27. PTS has provided the opportunity for a diverse range of people including youth at risk, people with intellectual and physical disabilities and people that are often excluded to learn new skills and to open up new opportunities. A number of people have successfully transitioned from engagement in stream restoration activities to employment. PTS has opened up opportunities for people to learn and gain confidence not only in stream restoration work but also in catering, creative processes, childcare, project managing community events and complex projects, health and safety, facilitation, mediation and dispute resolution, community engagement and leadership development. The opportunity to translate this informal learning and skill development into training, employment and business pathways has been relatively untapped.
28. The PTS Community Contract Organisations are becoming increasingly interested in exploring economic development opportunities as a means to funding their on-going involvement in PTS. There is the potential to build community capacity to take on stream restoration contracts for non-ARH funded streams. There is also the opportunity to strengthen relationships with businesses and provide training for related work opportunities. A number of businesses are involved in volunteering on PTS.
29. A Sustainable Products and Services Steering Group led by Sustainable Business Network and comprising Council, Beacon Pathways and EcoMatters Trust, was established in 2006 with the goal of making sustainable goods and services mainstream for households and businesses in the PTS Catchment. Last year the group organised a hosted a business forum at Council – Building Back to Sustainability. The purpose of the forum was to:
- inform businesses about the growing drive in Waitakere and nationally towards household sustainability; and
  - to promote discussion on business opportunities, barriers and support to required for sustainable products and services.

30. This was a very successful event with approximately 50 businesses attending. Councillor Hulse gave the opening address. This was followed by presentations from people involved in developing and supplying sustainable products and services. Many of the businesses acknowledged the leadership role of the Council in promoting sustainability and urged Waitakere City Council to work with other councils on this. Building on the success and positive feedback of the event a second forum is being planned for mid-2009.

#### **PTS Mid Project Evaluation**

31. The mid-term PTS Formative Evaluation Report from the projects inception in 2003 to December 2007 has been completed. It outlines progress towards meeting the goals, the successes and the challenge and makes recommendation for the on-going project. A summary of the evaluation is being prepared and will be distributed to elected members and other key stakeholders. A full copy of the report will be posted on the PTS website once it has received sign-off.
32. Some key findings were:
- The most tangible impacts of PTS are the improved amenity or 'look and feel' of major stream sections. These have been transformed from weed and rubbish infested, neglected areas, into areas cleared of environmental weeds and replanted with natives.
  - The purchasing and removal of 78 privately owned properties is supporting the natural stream flow by increasing the area of flood plain reserve. The skilfully mediated property purchase process which avoided the need to use the Public Works Act 1981 and the co-operation of the landowners was highlighted as a significant success.
  - The removal of weeds and replanting of long stretches of riparian margins with 350,000 mainly eco-sourced natives is creating the conditions for riparian ecosystems to regenerate. However, multiple factors outside of PTS direct control influence the stream environments. Untreated stormwater continues to enter the streams meaning water quality is unlikely to improve significantly.
  - The development of a unique model of contracting community organisations to engage local people in stream restoration. The contracting of community organisations is integral to the high levels of community engagement achieved to date, and should be continued. Using creative engagement methods such as music, events and art has been highly successful and is an innovative aspect of the project.
  - The PTS approach has led to the engagement of extremely diverse and traditionally harder to reach sectors of the community and is now taking on a life outside of the Council through community driven projects. The challenge to the project is sustaining the high levels of community engagement once the stream banks are all planted.

### **Moving to Stage Two – PTS Sustainable Household-Sustainable Living Pilot Programme**

33. The PTS Sustainable Household-Sustainable Living Programme is part of the second stage of development for PTS. It extends working alongside the streams to work with households and neighbourhoods towards lifestyle changes to more sustainable ways of living. This programme builds on the extensive community engagement of PTS and the increasing connection of residents with their local streams and concerns about wider environmental issues. As a key pathway to developing a sustainable catchment and addressing some of the urgent environmental problems, it is critical for people to understand the relationship between the health of the streams and actions they can take in their own homes and neighbourhoods to support this. This programme aims towards significant reduction of water and energy usage, waste production and encouraging people to use their cars less as well as strengthening and building the capacity of local communities.
34. A pilot programme is being delivered in three PTS communities - Glen Eden, Ranui and Swanson via the currently contracted PTS Community Contract Organisations in these areas and working in partnership with EcoMatters Environment Trust. Households set goals and identify actions towards living more sustainably and all participating households receive a free home check and have water savings devices fitted. From February to June 2008, 200 households were engaged in the programme and 45 eligible homes were referred for a free insulation retrofit. Based on the success of the first stage, the programme has been extended to work with up to 350 households in the 2008/2009 year.
35. To date this community development model of engagement is proving extremely effective in engaging with traditionally hard to reach groups. It is also bringing groups of neighbours together who are getting to know each other, building wider social connections and identifying goals and actions for ongoing involvement in sustainable living, for example composting courses, food growing, etc.
36. The programme is being evaluated by SHORE Research. This programme aligns with Council's proposed Retrofit the City project and provides valuable insight into both community barriers and opportunities in bringing about behaviour change. It also provides potential for economic development opportunities for the supply of 'green' household goods and services.
37. A more comprehensive report on this pilot programme will be presented to the Policy and Strategy Committee for their consideration at their scheduled meeting on 7 May 2009.

### **Integrated Water Resource Management – The Third Stage**

38. The third stage of work required for a sustainable catchment is a catchment-wide integrated approach to dealing with water. The Council is undertaking planning to implement an Integrated Water Resource Management Plan (IWRMP) for the PTS Catchment. The PTS Catchment comprises 10,000 hectares and 18 sub-catchments that flow into the Waitemata Harbour. This is a holistic approach to water management that includes ground water, ecological flows and the integration of water supply, wastewater and stormwater.
39. The IWRMP is based on best international practice and is a long term process. The first stage of the IWRMP process is doing a stocktake of what information we have on the PTS Catchment and the development of an Integrated Catchment Management Plan (ICMP).

40. Planning is currently being undertaken towards the preparation of an ICMP to support the application for stormwater network discharge consent for the PTS Catchment. A global wastewater consent that covers the PTS area is expected to be lodged in April 2009.

### **Moving Towards PTS Community Governance**

41. The intention of PTS from the outset was to develop a community governance structure that sat outside of but included Council. With the funding from ARH phasing out between 2010-2012, the proven success of PTS in engaging the community to take responsibility for their streams and the need to extend this work to non-funded streams in the catchment in a challenging funding environment makes this work critical.

### Council-ARC Steering Group for a PTS Sustainable Catchment

- A277-A286 42. In November 2007, as a first step to community governance, a Memorandum of Understanding (MOU) was signed between Council and the ARC to develop a shared understanding of what a sustainable catchment is, to identify opportunities to enable this to be pursued and to develop a long term strategic plan, business plan and long term community governance structure for PTS. (a copy of the MOU is attached at pages A277 to A286). Work has been focused over the last year exploring options for an external governance structure for PTS which will provide greater opportunities for long-term external funding; developing a shared understanding of the IWRMP, progressing the ICMP and the development of an innovative learning plan.
43. Considerable planning and options for community governance have been developed by the Council-ARC Steering Group. Alongside this the PTS Community Contract Organisations, led by Community Waitakere, have been meeting regularly and are taking an active role in planning for the long-term future of the project. They have expressed interest in taking on the governance and management of the stream restoration project.
44. A work programme is underway to progress the governance options. It includes discussions between the PTS Community Contract Organisations, iwi, the Council and the ARC to develop preferred options and timelines. It is timely to do this alongside the regional governance planning. Once the preferred options have been developed they will be reported back to the Policy and Strategy Committee in November 2009.

### **Consideration of Community Views**

45. PTS is a Council-Community Project. The PTS Community Contract Organisations are actively involved in the ongoing development of the project both at the operational level and in the development of the long-term future including community governance. Through the PTS Community Contract Organisations, PTS continues to develop in ways that are responsive and appropriate to the diversity of needs of local communities. They have also been actively involved in reviewing and contributing to an update of the PTS strategic plan. There is also regular consultation with iwi, and the ARC on the strategic direction of PTS.

## STRATEGIC CONTEXT

46. PTS has been identified as one of Council's key projects and is contributing to the implementation of the vision of Waitakere as an eco-city through all Council's strategic objectives and platforms and its contribution to Community Outcomes – Green Network, Strong Communities, Sustainable Environment, Strong Economies, Waiora (Environmental Protection, Whaiora (Participation in society). The Community Outcome priorities strongly identify PTS as a project for enabling the achievement of a number of community outcome priorities.
47. In particular PTS supports the Council strategic platforms of:
- Strong Communities – people are active, healthy and content;
  - Active Democracy – people feel they can make a difference. There are high levels of community participation and respect for each others' views;
  - Green Network – caring for natural areas. Protection and enhancement is on both public and private land; community involvement is encouraged, as is the protection of landscapes, native plants, wildlife and ecosystems; and
  - Three Waters – stream restoration and resolving stormwater management issues.
48. PTS also demonstrates the integration of Council's Quadruple Bottom Line approach in programme development and implementation as required by the Local Government Act 2002.
- A251-A272 49. The PTS Strategic Plan was adopted by resolution of Council in 2005. However, it is considered that the strategic plan should be reviewed by the existing Council. The PTS Strategic Plan is attached at pages A251 to A272 for re-confirmation by the Policy and Strategy Committee.

## CONSULTATION

50. In the preparation of this report consultation has occurred with the PTS Community Development Co-ordinator, the PTS Community Arts Co-ordinator, Principal Engineer Special Projects and Deputy Director City Services.

## RESOURCES

51. The draft Long Term Council Community Plan 2009-2019 provides funding for the capital component of PTS to be fully recovered from the ARH grant. Council provides funding for operating costs and aftercare costs.
52. Given that, once the ARH grant expires, there is no additional funding to continue the project, work is underway to investigate options to ensure the continuity of the project through a number of options. These range from do nothing, community governance, a commercial model or Council full funding. These options will be reported back to the Policy and Strategy Committee once the evaluation and consultation process has been completed.

## IMPLEMENTATION ISSUES

53. There are only two planting seasons left to complete the ARH funded work for PTS. PTS has systems and processes in place to ensure the project is well placed to successfully achieve its contractual obligations with ARH by 2012. The ways of delivering this project through a community development model using creative processes to engage local communities is proving overwhelmingly successful. The challenge will be ensuring that the investment of the communities and the successes to date can be built on. The completion of the stream restoration work funded by ARH will not in itself remedy the problems facing the catchment.
54. Funding for stream restoration work in the other (non-funded) urban streams and the upper reaches of the Opanuku, Oratia and Swanson Streams has been included in the Council's draft Long Term Council Community Plan 2009-2016. This will be a key determinant of how works will progress onto the currently non-funded areas.
55. Developing a robust community governance structure for the future management of the project is becoming critical, considering the funding cut-off of 2012. Having a community governance structure that sits outside of the Council will also provide opportunities to access and leverage external funding to progress the work of PTS.
56. PTS has also acted as a catalyst for engaging communities in wider issues of how to create a sustainable catchment through learning how to live more sustainably and integrated catchment management planning. With the partnership with the ARC being confirmed through a MOU, strong relationships with the community organisations, nearly 15,000 volunteer involved and a Cross Council Strategic Management Group in place, PTS has a wider support base to fulfil its potential.

**Report prepared by:** Jenny Chilcott, Strategic Adviser – Sustainable Catchments and Shuaib Chota, Sustainable Engineering Manager.



## 12 ROYAL COMMISSION - ISSUES AND UPDATES

Provision is made in the agenda for a 30-minute update from Council officers on the Royal Commission of Inquiry into Auckland Governance.



## 13 PROPOSED LOCAL AREA PLANS - UPDATES

Provision is made in the agenda for a 30-minute update from Council officers on the Proposed Local Area Plans – Updates.



**PUBLIC EXCLUDED MATTER**

**14 PROPOSED TOWN CENTRE CONCEPT PLAN AND LOCAL AREA PLAN FOR TITIRANGI VILLAGE**

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 parts of the proceedings of this meeting, namely, Proposed Town Centre Concept Plan And Local Area Plan For Titirangi Village.

The general subject of the matter to be considered while the public is excluded, the reason for passing this resolution in relation of the matter, and the specific grounds under Section 7(2)(b)(ii) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of the matter to be considered.	Reason for passing this resolution in relation to the matter.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
Proposed Town Centre Concept Plan And Local Area Plan For Titirangi Village.	The withholding of information is necessary in order to: <ul style="list-style-type: none"><li>• Would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.</li></ul>	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 7(2)(b)(ii) 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 report contains information which if released could affect Council's negotiations.

