



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 June 2008 **TIME:** 9.30 am

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.

29 May 2008

Emma Joyce
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
Mrs M	Te Huia	

Mayor RA Harvey, QSO, JP (ex officio)

(Quorum 5 members)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

(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 AT
WAITAKERE CENTRAL, 6 HENDERSON VALLEY ROAD, HENDERSON,
WAITAKERE, ON THURSDAY, 5 JUNE 2008
COMMENCING AT 9.30 AM**

TABLE OF CONTENTS

<u>ITEM</u>		<u>PAGE NO.</u>
1	APOLOGIES	1
2	URGENT BUSINESS	1
3	CONFLICTS OF INTEREST	1
4	CONFIRMATION OF MINUTES	1
5	WATERCARE SERVICES LIMITED - THREE WATERS VISION PROJECT	2
6	UPDATING THE WAITAKERE CITY STRATEGIC FRAMEWORK	6
7	WAITAKERE CITY COUNCIL SOCIAL STRATEGY	10
8	COMMUNITY LEASES POLICY REVIEW	15
9	PROPOSED CHANGES TO THE GREEN NETWORK RATES RELIEF POLICY	18
10	MASSEY NORTH TOWN CENTRE - LIBRARY, COMMUNITY CENTRE AND OPEN SPACE DEVELOPMENT	22
11	PROGRESSING THE DRAFT WAITAKERE DISABILITY ACTION PLAN	34
12	BUSINESS INVESTMENT MULTI- MEDIA DVD	38
13	REQUEST FOR AUCKLAND REGIONAL COUNCIL INVOLVEMENT IN SECURING PROPOSED BOMB POINT PARK AT HOBSONVILLE	40
14	ONE PLAN FOR AUCKLAND - OVERVIEW AND PROGRESS REPORT	45
15	ROYAL COMMISSION - ISSUES AND UPDATES	51

**AGENDA FOR A MEETING OF THE POLICY AND STRATEGY COMMITTEE TO BE HELD AT
WAITAKERE CENTRAL, 6 HENDERSON VALLEY ROAD, HENDERSON,
WAITAKERE, ON THURSDAY, 5 JUNE 2008
COMMENCING AT 9.30 AM**

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 CONFIRMATION OF MINUTES

Meeting Minutes - 8 May 2008

RECOMMENDATION

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, 8 May 2008, as circulated and that they be taken as read and now be confirmed.



5 WATERCARE SERVICES LIMITED - THREE WATERS VISION PROJECT

GLOSSARY

Watercare Services Limited	(WSL)
Three Waters Vision Project	(TWVP)
Wastewater Treatment Plant	(WWTP)

EXECUTIVE SUMMARY

The purpose of this report is to receive a presentation from Watercare Services Limited (WSL) on the Three Waters Vision Project (TWVP) and to update the Policy and Strategy Committee on progress and timelines for this project.

The current initiative is the development of a 2008 Three Waters Strategic Plan to be completed on or before 31 December 2008. Feedback from Council on the draft Plan is required by 30 September 2008.

The relative urgency of the 2008 Three Waters Strategic Plan relates to the need for WSL to provide trunk sewer capacity to central Auckland to avoid the risk of wastewater overflows.

There are significant cost issues arising from decisions based on this strategic plan, and Council will need to carefully consider the proposals, taking into account the costs and benefits of the various options included in the strategy.

RECOMMENDATIONS

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

1. **Receive** the Watercare Services Limited - Three Waters Vision Project report.
2. **Direct** the Chief Executive Officer to report back to the Policy and Strategy Committee by 31 October 2008 with a further report outlining the proposed feedback on the draft 2008 Three Waters Strategic Plan for ratification by the Committee.

BACKGROUND

1. The 2004/2005 Statement of Corporate Intent agreed between WSL and its Shareholder Representative Group required WSL to co-ordinate the development of an integrated regional water, wastewater and stormwater vision. The Three Waters Vision was completed by the required date of June 2005, with input from all councils and network operators in the region. On completion of the Vision, Watercare and the other participating organisations agreed to develop a regional Three Waters Strategic Plan as part of an on-going programme. Key milestones to date have included:
 - Issues Report, June 2006;
 - Regional Strategic Directions Discussion Draft, December 2006; and
 - Draft Regional Three Waters Strategic Plan, June 2007.
2. Comments on the June 2007 Draft Strategic Plan were received from most participating organisations by December 2007. The Draft Strategic Plan has been updated to incorporate the feedback received and to incorporate refinements made by the Three Waters project team.

3. Specifically, comment is being sought for the following strategic directions:
- (a) A strong emphasis on water demand management and beneficial use of stormwater and treated wastewater. It is proposed to reduce gross per person demand for water by 15% of 2004 levels by 2025, and in addition to meet 10% of the remaining demand by beneficially using stormwater and treated wastewater, also by 2025. These targets will need confirmation by way of on-going work, but are realistically achievable and will defer expenditure of around \$300 million on the next major water source for Auckland by up to 20 years.
 - (b) A commitment to manage discharges from the Mangere Wastewater Treatment Plant (WWTP) to maintain and where possible enhance the improvements achieved in Manukau Harbour water quality as a result of Project Manukau. This will require continuing focus on the management of nitrogen and pathogen discharges to the harbour, in particular, through appropriate treatment.
 - (c) Discharge from the Mangere WWTP will continue to be at the shoreline, in the same general location as at present. The proportion of wastewater receiving full tertiary treatment will be substantially increased to further reduce public health risk of users of the harbour from exposure to pathogens. Before the nitrogen load to the harbour exceeds the harbour's capacity to accommodate it, provision will be made to divert flows from parts of the contributing drainage catchment to an alternative regional wastewater treatment facility.
 - (d) Trunk sewer capacity could be augmented by way of a new central interceptor, to provide for growth, meet agreed levels of service and meet regulatory requirements. The final route and sizing will be optimised to provide the least overall cost regional solution. This will result in:
 - (i) A substantial reduction in risk of major pipe failure, which currently exists because some large sewer pipes cannot be entered for maintenance purposes;
 - (ii) A more than 80% reduction in untreated wastewater discharges to the environment from the trunk sewer network;
 - (iii) The provision of in-line storage in the new trunk sewer so that peak flows to the Mangere WWTP are reduced to below the maximum flow that can be given full treatment for most of the time.
 - (iv) Trunk sewer flows from most of the serviced area draining to the Mangere WWTP by gravity, minimising energy use and associated costs; and
 - (v) Opportunities to substantially reduce the costs of minimising adverse effects on the environment in areas served by combined wastewater and stormwater sewers.
 - (e) Based on projected regional growth, some wastewater flows will need to be diverted to other wastewater treatment facilities within the region at some time within the current planning period (up to the year 2100). It is possible that small local treatment plants will be able to meet some future needs, but there remains a need to secure a site for a second regional facility to provide certainty to the wider regional community that long-term wastewater needs can be met. A new regional facility could be required around mid way through the planning period, but could need to be operational as soon as 2027, depending on the outcomes of on-going investigations.

- (f) Extensive region-wide investigations of alternative wastewater treatment and disposal options have been undertaken over at least the last 20 years in the Auckland region, the most recent as part of the Three Waters Strategic Planning Programme. The latest investigations used a range of assessment methods, starting with a multi-criteria analysis process to consider social, cultural and environmental issues. The investigations also considered costs over the whole planning period, but these were generally similar for all options and did not provide a basis for choosing one option over others. In other respects, the option of using the existing Rosedale WWTP and new outfall as the second regional wastewater facility scored better than other options, using the different assessment methods and, overall, is the preferred option, based on our current understanding of future needs.
- (g) A new facility in the north west of the region is also feasible but work to date has identified no clear advantages over the Rosedale option. While options to develop a north-western regional facility will continue to be reviewed to take account of new developments in that part of the region, the Rosedale WWTP needs to be identified as a future regional facility so that appropriate planning protection can be provided to prevent such use being compromised by inappropriate land use changes. This will best be achieved by integrated planning that accommodates competing land uses, while ensuring effective and appropriate long-term community outcomes.
- (h) The Waikato River will continue to be used as the primary future water source for augmenting Auckland's water supply in the short to medium term. Other alternatives will also be considered.
- (i) A regional policy group will be established to contribute to policy development at central, regional and local government level to support and complement infrastructure development, with a particular emphasis on stormwater policy.
- (j) Longer-term, integrated water cycle planning will continue to be undertaken.

DECISION MAKING

Issues

4. Key issues of particular interest to Waitakere City Council include:
- Proposals for water demand management and beneficial use of stormwater and treated wastewater;
 - Greenfield development and changing the regional policy framework to enable and promote sustainable urban design, low impact design, water demand management, stream management and beneficial use of stormwater and treated wastewater;
 - Proposed wastewater storage tank at The Concourse;
 - Ensuring the western interceptor/central interceptor upgrades keep pace with growth in Waitakere;
 - Options for future local treatment in west Auckland;
 - Ensuring long term security of trunk wastewater facilities, including treatment, for Waitakere and south Rodney;
 - Participation in an overall three waters policy development group;
 - Ongoing joint planning between WSL and Council.

Options Identified

5. There are significant cost issues arising from decisions based on this strategic plan, and Council will need to carefully consider the proposals, taking into account the costs and benefits of the various options included in the strategy. Feedback from Council on the draft Three Waters Strategic Plan is required by 31 October 2008. It is proposed to report back to the Policy and Strategy Committee in October 2008 on the Plan with a proposed recommendation.

Assessment of Options

6. No assessment of options is required at this stage.

Preferred Option

7. There is no preferred option at this stage.

STRATEGIC CONTEXT

8. The provision of water supply, wastewater and stormwater services is essential to protect public health and safety. Council's Three Waters strategic platform is that Waitakere takes an innovative approach to managing drinking water supply, wastewater and stormwater together, under the heading of the Three Waters. This platform is designed to ensure that services in all three areas are efficient, reliable and high quality and minimise impacts on the environment over the long term. This will safeguard resources for future generations in line with the principles of the Treaty of Waitangi.

CONSULTATION

9. WSL is currently seeking feedback on the draft Three Waters Strategic Plan from the councils and boards of participating organisations in the Auckland region, from the Auckland Regional Council, and from the Medical Officer of Health. Once the strategic plan is finalised, consultation with the wider community will be undertaken.
10. WSL is managing consultation with iwi for this project.

RESOURCES

11. WSL is currently providing the resources for this project, and there is no specific funding requirement for the project.

IMPLEMENTATION ISSUES

12. There are no implementation issues arising from this project at this stage.

Report prepared by: Tony Miguel, Group Manager: Asset Management.



6 UPDATING THE WAITAKERE CITY STRATEGIC FRAMEWORK

GLOSSARY

Long Term Council Community Plan (LTCCP)
Local Government Act 2002 (LGA 2002)

EXECUTIVE SUMMARY

Waitakere City as an eco city is a simple and understood statement. The current strategic documents supporting that are not as simple. Our strategic direction is expressed through a series of 'platforms' and 'priorities'. The Council adopted an approach for long term planning that evaluates actions and investments against their potential contribution to the sustainability, resilience and liveability of the City.

In addition, the Council has adopted a series of "Commitments and Principles to Guide Public Policy Decision-making". This package of commitments and principles include Agenda 21, an adapted set of 12 Aalborg Principles and the ten principles for decision making from the New Zealand Government report: *Sustainable Development for New Zealand Action Plan*. The Council is also required under the Local Government Act 2002 (LGA 2002) to describe how it will contribute to further the 14 Community Outcomes identified by the community and adopted by the Council in 2005.

In addition to these, Council has a myriad of strategy documents such as a Commercial Sex Strategy, a Weed Management Strategy, a Crime Prevention Strategy and an Animal Pest Strategy. The lack of a coordinated set of strategies outlining the strategic direction has meant many documents that should have been action-focussed have tried to also articulate strategic direction. This process has been ad hoc, with little coordination.

To address this plethora of 'strategic' guidance, Waitakere's strategic direction is being reconfigured around seven areas; social, economic, cultural, environmental, transport, growth management and governance to enable movement towards a clearer structure.

These are being recorded in seven strategy documents. Over time, the myriad of other more narrowly focussed 'strategies' and strategic plans' already adopted will be reconfigured into action plans.

Overall the strategic direction has not substantially changed, rather the reconfiguration has provided an opportunity for updating the direction.

The visions and goals for the transport, growth management and environmental strategies are largely unchanged. The Social Strategy will be finalised with Councillors in June 2008 while the Cultural and Governance Strategies will be developed through 2008/2009.

The review and refresh of the strategies is being conducted in conjunction with the development of the activity plans for the activities of Council for the 2009 – 2019 Long Term Council Community Plan (LTCCP) to enable a more cohesive and coordinated approach.

RECOMMENDATIONS

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

1. **Receive** the Updating the Waitakere City Strategic Framework report.
2. **Approve** the move to a framework of seven strategic directions configured around the areas of social, economic, cultural, environmental, transport, growth management and governance.

BACKGROUND

The Eco City

1. In 1993, the Waitakere City Council declared itself an eco city and was the first Council in New Zealand to adopt Agenda 21 – the programme of action that was produced at the United Nations Rio Earth Summit in June 1992.
2. Waitakere's aspiration as an eco city is expressed as "*a place where developing the economy, caring for the environment, celebrating cultural diversity and building strong communities go hand in hand*". This aspiration has guided our decisions and activities and together with the Council's acknowledgement of the Treaty of Waitangi, has been at the heart of our development of the City. The eco city concept is relatively simple and generally understood statement but the current strategic documents supporting that are not as simple.
3. Council has a myriad of 'strategy' documents. These include a Commercial Sex Strategy, a Weed Management Strategy, a Crime Prevention Strategy and an Animal Pest Strategy. The lack of a coordinated set of strategies outlining the strategic direction has meant many documents that should have been action-focussed have tried to also articulate strategic direction. This process has been ad hoc, with little coordination and has become increasingly incoherent.

The Council's strategic platforms

4. Prior to the change of the Local Government Act in 2002, the Council (in 2000-2001) focussed its work around nine strategic objectives to better direct its work and convey its direction in a measurable way. It started the grouping of the Council's services and activities into these nine strategic areas in its Annual Plans and reports. In subsequent years the objectives were refined and became known as the 'platforms'.
5. The Council's strategic platforms are as follows:

Strong Innovative Economy *He tupuranga kaha ihi wana*

Waitakere is a place of innovative economic activities, providing local, quality work and development options for its people. Environmentally responsible businesses are supported and flourishing.

Strong Communities *He iwi kaha*

People are active, informed, healthy and content. They feel safe and there is a strong sense of community. Our City is a great place for children. We enjoy our diversity of lifestyles and people.

Sustainable Energy and Clean Air: *He kaha motuhake. He hau ora pai*

Waitakere City's energy and emissions to air management demonstrates ongoing progress towards a sustainable society.

Zero Waste: *He whakakore otaota*

Waitakere's Zero Waste strategy will produce a clean and attractive city that increasingly turns its waste into resources.

Green Network: *He tuituitanga kakariki*

The Waitakere Ranges will be permanently protected. There will be a network of bush and trees, (a green network) from the Waitakere Ranges, through town centres and suburbs, to the coasts, bringing the natural world into people's everyday lives and filling the streams and forests with life.

Three Waters: Nga Wai e toru

Waitakere takes an innovative approach to managing drinking water supply, wastewater and stormwater together, under the heading of the Three Waters.

Urban and Rural Villages: Nga kainga taone, tuawhenua

Town Centres are thriving places, providing exciting options for people to live, work and play. Public facilities, places and spaces teem with people; the streets are alive and busy.

Integrated Transport and Communication: Te Whakaurunga Waka Te Whakawhiti korero

Public transport and communication systems provide fast, effective services to the whole City. Transport systems are integrated, innovative and environmentally responsible.

Active Democracy: He tikanga pai ki ta te iwi e hiahia ana

People feel that they can make a difference. There are high levels of community participation and respect for each other's views.

The Council's strategic priorities

6. Council also confirmed five priorities that are considered through each of the strategic platforms. These priorities are:

The Treaty of Waitangi: Te Tiriti o Waitangi: People in the City are proud to uphold the Treaty of Waitangi

Sustainable Development: Waitakere City development demonstrates ongoing progress towards a sustainable society.

First Call for Children: A City where children and youth participate in the development of the City; play and hang out safely; have good health care, education and housing; are free from violence; develop their own cultural identity and enjoy the City's diversity; access integrated transport systems; enjoy clean air, water and green spaces; are free from poverty.

Safe City: Waitakere City - a safe place to be.

Lifelong learning: A city where everyone can access flexible, creative and inspirational affordable learning and can participate in city life.

Local Government Act 2002

7. The LGA 2002 describes the purpose of local government as being to enable democratic decision making by and on behalf of communities and to promote the four well-beings of communities in the present and for the future.
8. The LGA 2002 states that a set of community outcomes must be identified at least every six years and reported on not less than once every three years. It states that the purpose of the identification of community outcomes is to 'provide opportunities for the community to discuss the outcomes' and the 'relative importance and priorities of identified outcomes to the present and future social, economic, environmental and cultural wellbeing of the community'. In 2005, in line with the LGA 2002, the Waitakere community identified the community outcomes and their priority action areas for the City and the Council considered these aspirations when adopting its LTCCP 2006 - 2016. A baseline report documenting the measures and contributions to achieving the outcomes has recently been published by the Council in line with the Act. The next set of community outcomes for Waitakere City will need to be identified in time for input into the 2012- 2026 LTCCP.

9. The LTCCP (produced every three years) identifies Council's contribution to further the achievement of the community outcomes and details its ten year work programme and activities to achieve our strategic direction as expressed in the strategies. The LTCCP is updated annually through the development of Annual Plans and consultation process.

Regional Dialogue

10. There has recently been a stronger focus on formalising the planning dialogue across the region's local authorities. In particular, the commitment to the Auckland Sustainability Framework, discussion of development of a set of regional strategies (including potentially social, economic, environmental, transport and growth) and to the development of a 'One Plan' has underlined the need to also organise our City's strategic direction into a more legible and commonly understood framework. This will enable Waitakere to develop our thinking in line with a common regional framework and to ensure we are positioned for active participation and leadership in the regional planning process.

DECISION MAKING

The Proposed Structure

11. In order to create the more coordinated and coherent strategic architecture Waitakere's strategic direction is being focussed around seven areas; social, economic development, culture, environment, transport, growth management and governance.
12. A structure for the strategies has been developed to be introduced in conjunction with the reconfiguration of the strategic direction to the new framework. The seven strategy documents will have a set of common attributes. They will:
 - focus on the long term and be aspirational;
 - identify the goals, the principles applied and the objectives;
 - provide direction for implementation to guide action and activity planning;
 - provide a monitoring and evaluation framework;
 - provide clearly documented responses to the community outcomes.
13. A second tier of documents will identify the actions required to achieve the objectives. These will be focussed around the functional areas of Council and localities.
- AI 14. The third tier of planning documents is the individual Council activity and asset plans. These are produced every three years for the development of the LTCCP and are updated annually in conjunction with the Annual Plan process. The list of activity plans in production for the draft 2009-2019 LTCCP are attached at page A1.
15. The myriad of minor 'strategies' and 'strategic plans' that currently exist will be progressively shifted into action plans as they are renewed.
16. The vision and goal statements of the strategies will be similar in content and structure to our current platforms. The exception to this is the Social Strategy which is going through a major re-alignment of the goals through workshops with Councillors and contributing organisations. It is also anticipated the Cultural Strategy will develop vision and goals that build on the current Arts and Cultural Strategy developed in 2002.

Strategy Development Process

17. The objectives to achieve the goals of each of the strategies will be finalised through workshops with Councillors and reports to Committees over the next few months

STRATEGIC CONTEXT

18. A clear and well understood strategic direction is required to provide a long term direction for the Council and its activities. It is required to demonstrate Council's contribution to achieving its eco city vision and the community outcomes.
19. A clear Council strategic direction in particular contributes to the Working Together *Te mahi tahi* community outcome as it provides a transparent Council direction, an open framework for decision making and a clear statement around which the mobilisation of local energy can be developed.

RESOURCES

20. The development and consultation of the strategies has been included in the current budget and the 2008/2009 draft Annual Plan budget and work programme.

Report prepared by: Mark Allen, Long Term Planning Team Leader.



7 WAITAKERE CITY COUNCIL SOCIAL STRATEGY

GLOSSARY

Waitakere City Council Social Strategy (Social Strategy)
Auckland Sustainability Framework (ASF)

EXECUTIVE SUMMARY

The purpose of this report is to provide the Policy and Strategy Committee with an update on the progress of the Waitakere City Council Social Strategy and to present the draft Social Strategy for approval. The draft Social Strategy will be distributed under separate cover.

The Social Strategy sets out a framework of outcomes and priorities that provide direction on how the work of Council could contribute to improving the social wellbeing of Waitakere City's people and communities. The Social Strategy has had input from Councillors and Council officers during its development and it has now reached the stage where it is necessary to endorse it in draft form and consult more widely with key external stakeholders.

RECOMMENDATIONS

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

1. **Receive** the Waitakere City Council Social Strategy report.
2. **Agree** to endorse the key elements of the Waitakere City Council draft Social Strategy.

3. **Approve** the Waitakere City Council draft Social Strategy to be released for public consultation.
4. **Agree** that the final draft be brought back to the Policy and Strategy Committee in October 2008.

BACKGROUND

1. The Council has had a keen interest in ensuring the best possible social outcomes for people in the City for many years. This was an important part of the eco city vision, Council's commitment to Agenda 21 and a number of plans and policies focussed on strengthening and improving community wellbeing. There are a great variety of ways in which the business of Council does impact on and can contribute to both individual and community wellbeing. The Council has many roles to play, ranging from the provision of infrastructure such as libraries and community facilities to advocating for more resources in the areas of early childhood education and youth services.
2. In the past, Council has approached its role in relation to social wellbeing by making the most of opportunities as they present themselves and getting on and doing what seems best with the available resources. This has resulted in some real success stories and a national reputation for being deeply committed to enhancing community wellbeing. However, as society becomes more complex and demands on Council resources increase, there is a pressing need to be more strategic about how the Council can obtain the best social outcomes for its residents as it makes decisions and allocates resources across the broad range of areas that it deals with. Following a report to the City Development Committee meeting in April 2007, a decision was made to develop a Social Strategy for the Council. The City Development Committee resolved as follows:

- “1. That the Waitakere City Council's Social Strategy report be received.*
- 2. That the process and timeframe for developing Waitakere City Council's Social Strategy be approved.*
- 3. That the political sponsor of the Waitakere City Council's Social Strategy be the Chairman of the City Development Committee or its equivalent.”*

601/2007

3. In May 2007, a workshop was held with Councillors and officers to identify the social wellbeing outcomes that would provide the focus for the Social Strategy. The outcomes selected were based on what Waitakere residents had said was important to them during a number of previous Council consultations. These were:
 - Everyone is safe in their families and communities;
 - Every child is healthy and ready to learn;
 - Everyone has affordable and sustainable housing choices;
 - Every young person has the information, skills and resources they need to make positive life choices;
 - Everyone has enough to live on;
 - Everyone is valued and connected to their communities, neighborhoods and the environment;
 - Everyone can enjoy livable, sustainable places and spaces.

4. Following the May 2007 workshop, the Centre for Research, Evaluation and Social Assessment, a consultancy with extensive experience in providing advice to local government and a very strong background in social research, was contracted to assist with developing the Social Strategy. The focus of their work has been to examine the various ways in which the Council makes a contribution to the above outcomes and to develop a framework that will assist the Council to do so in a more cohesive and integrated manner.
5. The Social Strategy is being developed in two stages. The first stage is focussing on the Council's role in contributing to social wellbeing in Waitakere. The second phase will identify roles for central government, other agencies and the community in relation to improving social wellbeing outcomes for people in Waitakere.

DECISION MAKING

6. The Council has responsibilities to promote the social wellbeing of residents under a variety of legislation. The Local Government Act 2002 requires the Council to promote the social, economic, environmental and cultural wellbeing of its community, both in the present and for the future. It also directs the Council to consult in a meaningful way with residents and take into account their views on wellbeing when planning service delivery. The Resource Management Act 1991 also requires Councils to look at the impact of decisions on social, economic and cultural matters, particularly wellbeing and health and safety.
7. Councils are enabled by legislation to use a range of different mechanisms to achieve the social wellbeing outcomes for which they are responsible. In carrying out their governance role, Councils may be involved in:
 - Policy, planning and regulation;
 - Service provision either through contracting or direct delivery;
 - Facilitation and co-ordination;
 - Advocacy;
 - Investment.
8. The Social Strategy will provide guidance for the Council on how it could achieve more optimal social wellbeing outcomes in the various aspects of the work it is engaged in.
9. Overseas, national and local experience and evidence shows that Councils need to focus on several key critical areas in order to achieve improved social outcomes and sustain those outcomes into the future. In the Social Strategy, these have been called strategic pathways. The following six pathways have been identified:
 - Building Waitakere's Social Infrastructure and Social Assets;
 - Building Leadership and Commitment in Waitakere;
 - Creating Healthy Space, Places and People in Waitakere;
 - Connecting People, Places and Ideas;
 - Promoting Liveable Homes and Neighbourhoods in Waitakere;
 - Placing People at the Centre of Eco-City Management.
10. The Social Strategy also proposes a set of principles to guide its implementation. These principles are both aspirational and directive. They are based on the Agenda 21 principles which the Council has already committed to and social development best practice:
 - People, places and resources are deeply interconnected;
 - Work within ecological limits and do more with less;

- Anticipate future challenges and opportunities by:
 - building on our strengths and addressing our weaknesses
 - being results focused
 - acting on evidence and knowledge where it exists
 - being prepared to innovate and discover
 - learning from experience
- Active and inclusive participation brings the best and most robust results;
- Any activity, intervention or initiative has the potential to contribute to social well-being;
- Empowerment of community voices.

Issues

11. Despite the longest period of economic growth in 40 years the income gap between different groups is widening and wealth distribution is increasingly polarised geographically. Large numbers of people are being left behind in Waitakere and these numbers are growing. In the last five years the number of people living in severe hardship in Waitakere has almost doubled.
12. Waitakere has a high proportion of people living on very low household incomes and there are significant levels of housing and financial stress. Waitakere also has one of the lowest levels of educational achievement in the country. Examples of this include:
 - 43% of Pacific people are living in crowded houses;
 - People who were born overseas (34% of Waitakere's population) have double the rates of unemployment of the rest of the population. In addition, new settlers comprise the largest number of people in the lowest income group;
 - 1/3 of families with children are single parent families (10,500 families, approximately 20,000 children) and approximately 60% of these children are living in poverty.
13. The costs to the community of these poor social wellbeing outcomes are high and the negative impacts of poor health, low educational attainment and exclusion from participating in the local economy, affect the entire society. (Statistical information obtained from The Social Report 2006, "Left Behind" by the Child Poverty Action Group 2008 and 2006 census data).

Options Identified

14. Given the rising costs of food, petrol and housing, the option of maintaining the status quo and not doing anything differently, means that conditions of wellbeing for significant numbers of people in Waitakere are likely to continue to get worse. The financial and human costs have not been fully quantified, but overseas research indicates that they are significant. While many of these issues are of primary concern to central government, there are many ways in which local government can add significantly to central government efforts to improve people's wellbeing in Waitakere.

Consideration of Community Views

15. The views of Waitakere residents on issues important to their social wellbeing have been obtained through the Community Outcomes process as well as in regular surveys conducted by the Council. The Community Outcomes process was a robust and thorough process that involved focus groups, surveys, Maori hui and Pacific fono, as well as a business focus group. In addition to this, the Ministry of Social Development published the Local Services Mapping report in 2006, which identified social key issues facing people in Waitakere. All of this

material has been taken into account when developing the social wellbeing outcome priorities for the Social Strategy. The explicit consideration of the aspirations of Maori have been identified through a separate process developed by Te Taumata Runanga and an initial report was presented to Te Taumata Runanga in April 2007.

STRATEGIC CONTEXT

16. The Auckland Sustainability Framework (ASF) is a key regional document that identifies goals and direction for the future of the Auckland region. It is intended to provide guidance for all local authorities in the region and Waitakere has been a key player in its development.
17. The concept of the interdependencies of social, cultural, environmental and economic wellbeing outcomes lies at the heart of the ASF. It places a very high emphasis on the need to create a fair society by addressing disadvantage and putting people at the centre of all thinking and action.
18. The Social Strategy is strongly aligned to this strategic document. A summary of the goals and identified success factors of the ASF is described in the table below:

Auckland Sustainability Forum Goal	Auckland Sustainability Forum Success Factor
A fair and connected society	<ul style="list-style-type: none"> • Increased equity and life expectancy • Everybody has the knowledge and skills to participate fully • Everybody has access to an adequate income and affordable housing • People enjoy physical security and feel safe • People feel connected and have a strong sense of community
Prosperity through innovation	<ul style="list-style-type: none"> • Wealth increasing inclusively
A quality, compact urban form	<ul style="list-style-type: none"> • People have easy access to facilities and services • Improved housing form and choice
Effective, collaborative leadership	<ul style="list-style-type: none"> • People actively engaged in shaping the wellbeing of their communities

19. The Waitakere Social Strategy has been designed to explicitly support the social wellbeing issues and outcomes identified in the Long Term Council Community Plan 2006-2016. Particularly relevant are the Strong Communities and Active Democracy Platforms as well as the First Call for Children and Lifelong Learning Priorities. In the Strong Communities Platform, the Council has already committed to a number of actions that will serve to ensure local services meet changing needs and respond to social wellbeing issues over time.

CONSULTATION

20. The Social Strategy has not yet been through a public consultation process. A public consultation is proposed to commence in July 2008. At different stages of its development the Social Strategy has been discussed with the Chief Executive Officer, Deputy Mayor, senior management and Directors of the Strategy Unit, Council staff and through an internal reference group. This reference group represents most areas of Council including those involved in planning, finance and service delivery. It is proposed that once the Social Strategy has been approved by Council it will be consulted on externally, with a view to gaining inter-agency buy-in and shared implementation goals.

RESOURCES

21. Staff time and resourcing has been allocated to the development of the Social Strategy but specific resourcing has not been allocated to its implementation.

IMPLEMENTATION ISSUES

22. It is envisaged that improved outcomes will be achieved through more integrated thinking and co-ordinated action by the Council and other key players such as central government and the community. There could be a refocusing in some areas of the Council's work as new priorities are identified. If better outcomes are to be achieved it will require more than a "business as usual" approach.

Report prepared by: Sue Dodds, Team Leader: Social Development and Annette Smithard, Strategic Partnerships Advisor: Children and Youth.



8 COMMUNITY LEASES POLICY REVIEW

EXECUTIVE SUMMARY

The purpose of the Community Leases Policy Review report is to seek guidance from the Policy and Strategy Committee as to what steps they would like to see Council take in reviewing the current Community Leases Policy.

It has recently been identified that there is a need for the Community Leases Policy to be reviewed to ensure the policy is equitable and transparent to the community.

RECOMMENDATIONS

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

1. **Receive** the Community Leases Policy Review report.
2. **Either**
 - (a) Agree to Leisure Services staff undertaking the review of the Community Leases Policy in the detailed time frame, or
 - (b) Agree to invite the Long Term Council Community Plan and Annual Plan Committee to consider allocating \$15,000 in the 2008/2009 Annual Plan to engage a consultant to produce an updated Community Leases Policy.

BACKGROUND

1. Council supports a wide range of groups in the community, who provide local services and activities on a voluntary or not for profit basis. As part of this support Council leases land and buildings to community groups at affordable and peppercorn rates.
2. A community property lease enables community groups to use Council-owned or reserve land for a wide range of purposes and most of these leases are on public parks and reserves. There are two main types of lease, being that of a Council-owned building on Council land or reserve, or that of a private or community owned building on Council land or reserve. Other leases include space inside a community facility such as that which Plunket lease at the New Lynn Community Centre and Citizen Advice Bureau lease at Massey Leisure Centre.
3. The current Community Leases Policy is out of date with the document having been produced in 1998.
4. The need to update the Community Leases Policy is urgent as the City is facing a number of issues which impact on the current and future lease holders. Issues such as a growing city, increased competition for resources, pricing, lease terms and community wellbeing need to be factored into any new leases policy.

DECISION MAKING

Issues

5. The current Community Leases Policy requires review. An objective of any such review would be to 'future proof' the Community Leases Policy in the context of a changing city and community environment.
6. The City is rapidly changing with accelerated population growth and urban intensification. There is increasing pressure being put on community resources such as reserves, parks and Council-owned community buildings. For this reason the Community Leases Policy review is needed to ensure equity and community need is best served.
7. Leisure Services has been asked to take the lead in developing a new Community Leases Policy. At present Leisure Services does not have the capacity to undertake a significant piece of work such as this and it would be at least six months before the work could commence and a further six months to see a policy scoped, drafted, consulted and finalised.
8. If the Policy and Strategy Committee desire to have the work advanced at this stage, then Leisure Services could engage a consultant to produce a policy within three months. However, budget would be required in the Annual Plan to engage a consultant.

Options Identified

9. Option one is for Leisure Services staff to produce an updated Community Leases Policy as resources permit. Option two is to contract the work out to an appropriate consultant, to enable the review to proceed in a shorter time frame.

Assessment of Options

10. Option one would be covered within existing budgets. However, capacity issues mean that the project could not commence for six months and, once commenced, would need to be balanced within existing work commitments and would therefore take, at least, a further six months to complete.

11. Option two can be commenced soon after the start of the 2008/2009 financial year and would take approximately three months to complete. Council would however need to budget \$15,000 to engage the services of a suitable consultant.
12. This cost is an estimate at this stage, although it is considered to be a realistic budget for delivering a project of this type. A scoping document would come back to the Policy and Strategy Committee for approval, before a consultant is to be engaged. That document would provide a more accurate assessment of the actual costs.

Consideration of Community Views

13. At this point in time community views are not required. However community consultation will take place in the course of reviewing the Community Leases Policy.

Preferred Option

14. Council officers require the Policy and Strategy Committee to determine which option is preferred.

STRATEGIC CONTEXT

15. Leisure Services provides a range of services and products to the community in an effort to address community wellbeing. Part of addressing community wellbeing is ensuring community services and facilities are equitable and meet the priority needs of the community.
16. Leisure Services has identified its core Strategic Priorities as being Strong Communities, Urban and Rural Villages, Active Democracy and Green Network, whilst the principal Community Outcomes for Leisure Services are Strong Communities, Urban and Rural Villages, Working Together and Healthy Lifestyles.
17. Community leases are an important element of Council's work in supporting the community. Council needs to ensure that leases are provided to those groups that are most in need, or can provide the most effect in the community.

CONSULTATION

18. No consultation is required as this report is seeking direction from the Policy and Strategy Committee.

RESOURCES

19. No additional resources have been set aside for the review of the Community Leases Policy in the draft 2008/2009 Annual Plan. The Policy and Strategy Committee need to decide whether they are prepared to wait for existing staff resources to produce the work within existing capacity, or whether the project is urgent enough to warrant engaging a consultant to produce an updated policy.
20. If option two is preferred upon then \$15,000 will need to be budgeted in the 2008/2009 Annual Plan.

IMPLEMENTATION ISSUES

21. There are no implementation issues.

Report prepared by: Louis Rattray, Leisure Services Manager.



9 PROPOSED CHANGES TO THE GREEN NETWORK RATES RELIEF POLICY

GLOSSARY

Landscape Protection Scheme	(LPS)
Queen Elizabeth II National Trust	(QEII)
Green Network Community Assistance Programme	(GNCAP)
Green Network Conservation Covenant Programme	(GNCCP)
Green Network Rates Relief Policy	(the Policy)
Quadruple Bottom Line	(QBL)

EXECUTIVE SUMMARY

Covenant rates relief has been provided for all properties that meet the conditions of the Green Network Rates Relief Policy (the Policy). The Policy was written whereby rates remission was provided through the Rating Powers Act 1988, however the remission was never set up in this way. This Act has now been repealed and replaced by the Local Government (Rating) Act 2002. Rates relief has instead been provided through grants offered by the Green Network Community Assistance Programme (GNCAP) budget.

The Green Network Conservation Covenant Programme (GNCCP) has had increasing demand, with many new Covenants being registered. The completion of these Covenants has meant an increase in rates relief being sought by land owners in each financial year. In order to ensure that the GNCAP is sustainable financially into the future, and be consistent in the level of public assistance and interaction that is provided, it is recommended that the Policy be amended. The amendments will see the Policy altered so that rates relief will only be offered for a set period, or until the property is sold, whichever is sooner.

RECOMMENDATIONS

It is recommended that Policy and Strategy Committee resolve to:

1. **Receive** the Proposed Changes to the Green Network Rates Relief Policy report.
2. **Approve** the Green Network Rates Relief Policy amendment to limit Covenant rates relief to a maximum period of five years or until the property is sold, whichever is sooner.
3. **Approve** the commencement of the five year Covenant rates relief term to be at the start of the 2008/2009 financial year.
4. **Direct** the Manager: Legal Services to implement any proposed amendments to the Conservation Covenant template and the Green Network Rates Relief Policy.

BACKGROUND

1. The GNCAP has been in place since 1997 as a result of the following resolution of the City Development Committee passed at its meeting on 20 October 1997:

- “1. *That the information be received.*
2. *That the City Development Committee adopt the recommendations for new non-regulatory mechanisms to achieve the Green Network, for introduction and prioritisation in the 1998/99 Annual Plan.*

3. *That a formula and criteria for a rates relief programme to promote voluntary protection of Green Network areas be brought back to the December meeting of the City Development Committee.*
4. *That the Communication process and timeline be brought back to the December meeting of the Committee.”*

3387/97

The programme was identified as a way to enable significant and outstanding vegetation to be protected by private land owners, who are also responsible for the long term maintenance of the properties.

2. Waitakere City Council (Council) approved the Green Network Rates Relief Policy (resolution 4021/98) on 16 September 1998 for properties that were eligible under the Landscape Protection Scheme (LPS) as follows:

- “1. *That the information be received.*
2. *That the Green Network rates relief scheme as recommended by the Funding and Rating Committee be adopted.*
3. *That the Council delegate authority for the granting of rates relief under this scheme to the Corporate Affairs Committee or its equivalent.”*

4021/98

Once the GNCAP commenced, the LPS ceased and was replaced with the GNCCP. Rates relief is offered to Covenanted properties as a part of this programme and budget is assigned for rates relief on an annual basis through the Annual Plan. Land owners are eligible for rates relief if they have either a Queen Elizabeth II National Trust (QEII) Open Space Covenant or a Green Network Conservation Covenant.

3. With the increasing number of covenanted properties that are seeking rates relief annually a review of the current Policy is required to ensure that the GNCCP can continue as an affordable programme within the GNCAP. This review will also ensure rating income is structured in the best way to provide the most benefits to the Green Network. This report seeks approval to make interim amendments to the current Policy in order to mitigate Council's liability.

DECISION MAKING

4. This report does not address whether or not Council should continue to provide the GNCCP. Issues related to the provision of the programme and the wider GNCAP will be outlined and included in an options analysis in the Parks and Open Space Strategic Plan, due for completion in 2008 and will also be outlined through the 2009-2019 Long Term Council Community Plan.
5. The decisions in this report only relate to the Policy, and suggested amendments. If, through the Strategic Plan, Council decides to cease providing the GNCCP then any decisions here will not compromise that outcome. Amending the Policy allows for continued planning and appropriate management of the existing GNCCP as an interim measure until a full assessment of the entire GNCAP can be undertaken through the processes outlined in paragraph four.
6. The GNCCP will continue with the number of new Covenants registered limited to the value of the contract to draw up the management plans (approximately ten new Covenants per year). The programme is currently operating very well, with increases in enquiries and Covenants sought, particularly in areas with significant habitats.

Issues

7. The GNCCP is continually growing with more properties seeking Covenants and rates relief. With increases in property rates we now face land owners who seek to receive rates relief and are willing to covenant their properties in order to be eligible.

Options Identified

8. Three options have been assessed for the future management of Covenant rates relief. These are Option 1, no change; Option 2, cessation of rates relief eligibility after five years under the current rates relief calculation; and Option 3, cessation of provision of rates relief. The options and some estimated costs for comparison are summarised below:

Year	No. of expected rates relief properties	Total rates relief payout per year Option 1	Total rates relief payout per year Option 2	Total rates relief payout per year Option 3
2008/2009	38	\$45,500	\$45,500	\$0
2009/2010	48	\$53,500	\$53,500	\$0
2010/2011	58	\$61,500	\$61,500	\$0
2011/2012	68	\$69,500	\$69,500	\$0
2012/2013	78	\$78,500	\$78,500	\$0
2013/2014	88	\$86,500	\$41,000	\$0
2014/2015	98	\$94,500	\$41,000	\$0
2015/2016	108	\$102,500	\$41,000	\$0

Table 3 Options Analysis for Covenant rates relief

Assessment of Options

9. The greatest social issue likely to arise from these proposed changes is that more low income families are seeking Covenants in order to receive rates relief. The setting of a maximum of five years for receiving rates relief may stop some families seeking Covenants. However, others may see a five year period of rates relief as still beneficial, particularly in light of their land being protected for perpetuity.
10. Decreasing the rates relief budget over time allows Council to continue to provide its high level of service to residents. Continuing with the status quo means ratepayers will be paying more to subsidise a few land owners who have protected their land.
11. Cultural issues are very similar to social issues in this situation, however any reduction in the overall GNCAP budget means less can be done to improve cultural interaction and opportunities with the environment.
12. The following table outlines a quadruple bottom line (QBL) analysis for each of the options:

		Social	Economic	Cultural	Environment
Option 1	Disadvantages	Fewer landowners can covenant their land due to less funding.	Unaffordable rates relief increases due to increased demand.	Fewer natural areas available for cultural enrichment.	Fewer natural areas protected.
	Advantages	Landowners receive rates relief for longer so can do more to protect their land.		Landowners receive rates relief for longer so can do more to protect their land.	

Option 2	Disadvantages	Landowners receive rates relief for shorter periods so might do less long term maintenance.	Economic benefits are not seen until five years time.	Covenants may not be sought if rates relief is not provided long term.	One Land owner may cancel their Covenant.
	Advantages	Landowners may work together and seek additional assistance, becoming more socially sustainable.	After five years the budget stabilises with a potential to decrease over time.	Landowners will be encouraged to work on alternative ways to achieve ongoing environmental outcomes for their covenanted land.	More land able to be covenanted with less budget as level of individual funding is limited to 5 years.
Option 3	Disadvantages	Potentially less covenants sought. Less social interaction around the Green Network.	Increased cost to achieve the same benefits on public land.	Potentially less covenants sought. Less cultural interaction around the Green Network.	
	Advantages	GNCAP assistance can be improved for other social initiatives.	Rates revenue can be spent on other core Council activities.	GNCAP assistance can be improved for other cultural initiatives such as more weed bins to private landowners	Rates revenue can be spent on the GNCAP.

Table 4 QBL Analysis

13. From analysis of the above, it is considered that Option 2 offers the best approach to gaining improved financial efficiency while sustaining community and environmental advantages of the programme. This option keeps rates relief fair and transparent, and enables the programme to be better managed financially.

Consideration of Community Views

14. The wider community will benefit from the implementation of Option 2 as it will:
- Require less ratepayer subsidy to Covenant land owners for rates relief;
 - Ensure the GNCAP can continue at its current level of service; and
 - Mitigates Council's risk to liability for funding of rates relief.
15. Community views on the overall GNCAP will be gained through the parks strategy review of the programme and the LTCCP 2009-2019 consultation.

Preferred Option

16. Option 2 is the preferred option and consists of amending the Policy to set the term for rates relief eligibility to a maximum of five years or until the property is sold, whichever is the sooner.

STRATEGIC CONTEXT

17. The Green Network is a strategic platform for Council and has been in place since 1997 in response to the development of the Green Print and Council's adoption of the eco city title. Covenanting contributes to the Green Network strategic platform by ensuring our streams and green corridors to be protected, bringing nature into people's everyday lives.

CONSULTATION

18. Consultation has been undertaken internally.

RESOURCES

19. The GNCCP is provided through the Economic Incentives Budget which provides for the following programmes:
- Ginger Plant Removal;
 - Mentoring and Management Plans;
 - Education and Public Relations;
 - Herbicide and Bins;
 - Ecosourced Plants;
 - Covenants;
 - Contractor Subsidies;
 - Ecosourcing Projects.
20. The Economic Incentives budget for the GNCCP in the 2007/2008 Annual Plan is \$153,000. The draft 2008/2009 Annual Plan provides for a budget of \$153,000 for the GNCCP.

IMPLEMENTATION ISSUES

21. The preferred option will not present any implementation issues, it is considered that the option will improve the management of the GNCCP, and allow for better budget planning as an interim measure until the full programme review has been completed.
22. It is proposed to send a letter to all current Covenant holders and explain the changes to the Policy, outlining the decision process and reasons for the decision. Council may receive letters of complaint from this communication, however it is not expected that these will be numerous.

Report prepared by: Danielle Hancock, Parks Ecology and Policy Coordinator and Renee Davies, Service Manager Parks Planning.



10 MASSEY NORTH TOWN CENTRE - LIBRARY, COMMUNITY CENTRE AND OPEN SPACE DEVELOPMENT

GLOSSARY

Citizens Advice Bureau	(CAB)
Comprehensive Development Plan	(CDP)
Long Term Council Community Plan 2006-2016	(LTCCP 2006-2016)
Long Term Council Community Plan 2009-2019	(LTCCP 2009-2019)
Massey North Social Infrastructure Plan 2007	(2007 Social Infrastructure Plan)
Memorandum of Understanding	(MOU)
New Zealand Retail Property Group	(NZRPG)
Plan Change 15 - Massey North Urban Concept Plan	(Massey North Concept Plan)

EXECUTIVE SUMMARY

The purpose of this report is to inform the Policy and Strategy Committee of the options available for the development of a new library, community centre and open space within the new Massey North town centre.

The first stages of this new town centre are currently being planned by the sole landowner New Zealand Retail Property Group (NZRPG), in conjunction with Council and other key stakeholders. NZRPG are indicating that they will be lodging their Comprehensive Development Plan (CDP) with Council for Precincts A and B of the Town Centre in July 2008.

There is a small community facility area shown within Precinct A of Plan Change 15 - Massey North Urban Concept Plan, as well as a specific rule that states that the Council has to inform NZRPG of specific community facility requirements within two months of their CDP being lodged.

Recommendations from the 2007 Massey Social Infrastructure Plan have been reviewed in light of the latest population projections and the current NZRPG plans. A decision is now required on the type, level of service and location for social infrastructure within the first stages of the new Massey North Town Centre development.

Some provision has been made in the draft Annual Plan 2008/2009 and Long Term Council Community Plan 2006-2016 (LTCCP 2006-2016) for social infrastructure in Massey North. However, these figures are not based on detailed design work and will need to be reassessed in light of the developer contributions work currently taking place by the Answer Company and brought back to Council for comment and approval at the appropriate time.

RECOMMENDATIONS

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

1. **Receive** the Massey North Town Centre Library, Community Centre and Open Space Development report.
2. **Agree** that land be acquired for a library, community centre, town square and quality park within the first stage of the Massey North Town Centre Special Area, Precinct A development, as set out in the Massey North Town Centre Library, Community Centre and Open Space Development Report.
3. **Agree** that negotiations can begin with the New Zealand Retail Property Group for the acquisition of land for a library, community centre, town square and quality park within the first stage of the Massey North Town Centre Special Area, Precinct A development, as set out in the Massey North Town Centre Library, Community Centre and Open Space Development report.
4. **Agree** in principle to a library at Hobsonville, but defer any further work until the new Massey Library is built.
5. **Agree** to a further report be provided to the Finance and Operational Performance Committee for acquisition of land on the preferred option for social infrastructure within Precinct A of the Massey North Town Centre Special Area.
6. **Agree** that further work continue on developing a sustainable level of service for social infrastructure in the City and that a report be brought back at the appropriate time to the Policy and Strategy Committee once this work is completed and then to the Finance and Operational Performance Committee for their approval.

BACKGROUND

Massey North Social Infrastructure Plan

- A2
1. In June 2007, the Massey North Social Infrastructure Plan (2007 Social Infrastructure Plan) was produced by an independent consultant in conjunction with Council and key stakeholders. The 2007 Social Infrastructure Plan's purpose is to act as a basis for Council when conducting further feasibility and planning for future social Infrastructure provision in Massey North and Westgate. The 2007 Social Infrastructure Plan recommends key Council social infrastructure required to best meet the socio-cultural needs of the community and identifies the preferred location and co-location options for each piece of social infrastructure, including community and leisure facilities, open space and schools. The attachment at page A2 graphically portrays the preferred options identified in the 2007 Social Infrastructure Plan for social infrastructure in Massey North.
 2. The 2007 Social Infrastructure Plan was reported to the September 2007 City Development Committee which resolved:
 - “1. That the Massey North Social Infrastructure Planning - Progress Report be received.
 2. That the Massey North Social Infrastructure Plan be approved for use in guiding decisions about the location and provision of social infrastructure in Westgate and Massey North areas.
 3. That a further report updating progress with the Massey North Social Infrastructure Plan and further recommendations for action, be presented to the incoming Council.”

(3455/2007)

Plan Change 15 – Massey North Urban Concept Plan

3. In June 2007, the Independent Regional Hearings Panel (Auckland Regional Council) approved the Council's request to shift the Auckland's Metropolitan Urban Limit, allowing existing rural countryside land in the north of Waitakere to be developed as urban areas. This decision is currently under appeal, but the Council is continuing its work in this area to ensure that the appropriate planning and resources are in place, once the appeals are resolved.
- A3 4. To the north of the existing Westgate Shopping Centre lies the future urban area known as Plan Change 15 – Massey North Urban Concept Plan (Massey North Concept Plan) shown at attached page A3. This Concept Plan is divided into two; the Employment Special Area to the north and the Town Centre Special Area to the south (which is then divided into a further five precincts).
- A4-A5 5. Precinct A and B of the Town Centre Special Area is currently being comprehensively developed in stages by the sole landowner, New Zealand Retail Property Group Limited (NZRPG). A Comprehensive Development Plan (CDP) is required to be lodged by NZRPG with Council, before a resource consent can be processed. NZRPG are currently finalising their CDP for Precinct A and B, with input from Council and other key stakeholders. Their latest draft plans are attached at pages A4 to A5.

DECISION MAKING

Issues

6. The Massey North Concept Plan identifies the location of two open space areas and a small community facility area within Precinct A of the Town Centre Special Area.
7. In addition, the District Plan text that accompanies the Massey North Concept Plan contains rule 26.2(x) which states that:

*"Provision to be made for community facilities; as identified and specified by Waitakere City Council, provided further that in the event that no commitment is received from the appropriate agency to construct or lease such facilities on appropriate commercial terms **within two months** of the lodging of the comprehensive development plan, that such provision shall not be required".*
8. What this means in practice is that the Council needs to identify and specify to NZRPG within two months of their lodgement of their CDP, the Council community facilities required within the CDP area. NZRPG are indicating that they will lodge their CDP for Precinct A and B in July 2008 which would give Council until September 2008 to formally advise NZRPG. However, to ensure that the Council facilities are fully integrated within NZRPG's staged design for the new town centre, it would be prudent to inform NZRPG of Council's requirement well before this time.
9. Council currently has a Memorandum of Understanding (MOU) with IMF Westland Limited (the previous name of NZRPG). This MOU is dated July 2004 and provides the basis for an ongoing co-operative approach in the development of an integrated city centre at Massey North, based on sound urban design principles. The agreed shared goals are to provide a city centre that is socially vital, economically viable, environmentally responsive and aesthetically pleasing.
10. The development of social infrastructure such as a library and community centre can bring about structural change to the local environment and are considered key infrastructure that should be provided in the first stage of a new town centre's development. Their placement, design and range of functions will all generate significant impacts over time, which will fundamentally influence the future development, use and feel of the centre. Given these factors, it is important that the final site selection and subsequent design and functionality of facilities within the Massey North Town Centre Special Area, is discussed and developed with the future town centre in mind. This is part of the urban development strategy that the Council has used successfully over the past decade.
11. The 2007 Social Infrastructure Plan recommends that a library, community centre, town square and quality park be located within Precinct A of the Town Centre Special Area. It identifies a number of options which were assessed against a robust assessment criteria to come up with a preferred option for each facility. These recommendations have been reviewed in light of the latest population projections and the current NZRPG plans. A decision is now required from Council on the type, level of service and location of these facilities, so that NZRPG can be informed of our intentions in a timely manner, as per the District Plan rule 26.2(x).

Library development

A6-A13

12. The existing Massey library is co-located with a Citizens Advice Bureau (CAB) and Recreation Centre on the corner of Don Buck Road and Westgate Drive, Massey adjacent to the existing Westgate shopping centre. The facility opened in 2002 and has a space of 1,000 sqm, serving a current catchment population of approximately 41,230. In the concept phase of the development of the current facility, Council deliberated on the planned build area and after discussion it was agreed that the initial build of 1,000sqm would be followed within five years with an extension of a further 500sqm. This work is currently in the LTCCP 2006-2016 and is planned to be undertaken during the 2008/2009 financial year, subject to the outcome of this report.
13. The 2007 Social Infrastructure Plan considers six location options for a library, with the preferred option locating a 4,350sqm two storey library in the Town Centre Special Area on the main street corner, adjacent to a proposed Council community centre. See attached pages A6 to A13 for details on the options analysis.
14. The preferred option provides high visibility and a strong civic presence with the entrance on to the town centre's busiest intersection, in an area well connected to public transport. An indicative design for the site in the 2007 Social Infrastructure Plan shows 150-200 sqm of space for a café and CAB on either side of the main foyer and suggests provision for co-location of other activities such as retail, community and government offices which will provide a potential rental return to Council. Car parking options included on the street, at grade and/or in a parking structure shared with adjacent commercial development.
15. The recommendations of the 2007 Social Infrastructure Plan have been reviewed in conjunction with the 2008 Waitakere Growth estimates, best practice in library development and the latest NZRPG plans. Based on population projections and the New Zealand national average for metropolitan libraries (total current facility size divided by the population – 66.7 sqm per 1000 people), the total library area required to serve the Northern Waitakere area by 2057 is 5,258sqm (includes the existing library size) (or 4,298 sqm by 2034). Given its status as a sub-regional centre any new library at Massey should provide a very high level of service.
16. However, the current levels of service for libraries in the City is 41.3 sqm per 1000 people and would deliver a library of 3,262sqm in the Northern Waitakere area by 2057 (or 2,661 sqm by 2034). If the Council is to agree to the New Zealand national average for metropolitan libraries of 66.7 sqm per 1000 people, it will have implications for the level of service for the existing libraries in the City.
17. There is also the option of locating a 500-1,000sqm local library at Hobsonville, however given other priorities for infrastructure provision in the City further work on this additional library could be deferred until the new Massey library is built (and population increases along the Hobsonville corridor and airbase).

Community centre development

18. There is no existing community centre within the Massey North/Westgate Area (or in the Northern Waitakere area), although a 302sqm Community House is located on Triangle Park at 385 Don Buck Road, Massey, a 106sqm Community Hall at 91 Moire Road, Massey and a 2,150sqm Council Recreation Centre is co-located with the existing Massey Library. In addition, there are other non-Council community facilities in Massey, such as those provided for by local schools and churches. However, availability of community meeting space is currently an issue, with many venues already at capacity.

- A14-A15
19. The 2007 Social Infrastructure Plan considers six location options for a community centre, with the preferred option locating the centre in the new town centre diagonal to the town square and possibly adjacent to the new Council library. See attached pages A14 to A15 for details on the options analysis. Co-location with the library would enable the community centre to be located close to the town centre with frequent public transport access. Other benefits of co-location include shared parking, shared space, shared costs and the flexibility for other events to occur on site.
 20. No recommended size of facility was proposed in the 2007 Social Infrastructure Plan, however based on current Waitakere 'standards' (39.1 sqm/1000 people) and the population projections to 2057, a community centre of 3,088sqm would be required for the whole of Northern Waitakere area (or 2,520sqm by 2034). It is not envisaged at this stage that an additional community centre would be located anywhere else in the Northern area, other than the one proposed for Massey North.

Open space: town square and quality park development

21. There is already some open space immediately south of the existing Massey/Westgate area including the 4.9 hectare Rush Creek Reserve and the 8.2 hectare Royal Reserve.
- A16-A21
22. The 2007 Social Infrastructure Plan recommended a town square and quality park within Precinct A of the Town Centre Special Area. See attached pages A16 to A21 for details on the options analysis for the town square.
 23. The preferred option recommended a 1,100sqm town square on the corner of a main intersection in the heart of the new town centre. The square would be large enough to cater for; programmed events, possibly markets, cafe focused area, children's play area and grass open space. It would be the place for important civic and communal events, where people would gather and a good place to 'hang out'. A town square provides a key area to enhance a 'sense of place' and promote community identity, through landscape and art treatment. It could be co-located with the library and community centre and would ensure strong civic character if it was located on a corner, as identified in the Massey North Concept Plan.
- A22-A24
24. The 2007 Social Infrastructure Plan does not conduct an options analysis for the quality park in the town square, although it does set out landscaping principles and shows an indicative design, as shown at attached pages A22 to A24.
 25. The location recommendations of the 2007 Social Infrastructure Plan have been incorporated into the Massey North Concept Plan, which identifies the location of a 400 sqm town square and 4,000sqm quality park within Precinct A of the Town Centre Special Area. The current NZRPG plans show an additional small 'town square' in the heart of the town centre development, although it is not envisaged that this become a Council owned and maintained open space.

Options Identified

26. After discussing the issues, options to proceed fall into four main categories:
 - Option 1 Do nothing and defer any decision on the location of a new library, community centre, town square and quality park within the Massey North Town Centre Special Area.

- Option 2 Agree to co-locate a new Massey library and community centre in the first stage of the town centre development adjacent to the town square.
- Option 3 Agree to locate a new Massey library and community centre in the first stage of the town centre development at the Hobsonville Road entrance.
- Option 4 Agreed to locate a new Massey library and community centre in the second stage of the town centre development adjacent to the quality park.

Assessment of Options

Option 1: Do nothing and defer any decision

27. Deferring a decision could be an appropriate decision for the library, given that a relatively new library already exists at Westgate. However, this library is currently over capacity and the Council is considering deferring plans to extend the existing site by 500 sqm, until the outcome of the relocation to the new town centre is known. When this existing library was built, it was always envisaged that a new library be developed in the new town centre. The vacated premises could be renovated to allow an expansion of the adjacent recreation centre, or the whole site could be sold, as it is a prime residential intensification option with its expansive views to the city.
28. An existing community centre does not exist at Massey (or in the Northern Waitakere area). The work of the Massey Matters Project and the 2007 Social Infrastructure Plan has identified that the existing social infrastructure provision within Massey is inadequate, for both the existing 41,230 catchment and the expected future population of 78,976 by 2057 (or 64,441 by 2034).
29. If Council chooses not to make a decision at this stage, the opportunity could be lost to create a strong 'civic presence' as an integral component of the new town centre and the new community could become marginalised due to inadequate social infrastructure. Additionally, the cost of buying land and retrofitting a space for a future demographic is expected to significantly increase in the future.

Option 2: Agree to co-locate a new Massey library and community centre in the first stage of the town centre development adjacent to the town square

30. The 2007 Social Infrastructure Plan identifies a library and community centre as priority community infrastructure anchors that should be built to coincide with the opening of the first stage of the new town centre. NZRPG are planning for the first stage of the town centre to be open by November 2011, to coincide with the opening of State Highways 16 and 18. However, in Council's current budget this is not allocated until 2013 - 2015.
31. If the Council agrees to build a new library in the first stage of the town centre development, this would avoid the need for further extension of the existing Massey library, providing for some cost savings. Or alternatively, the Council could choose to build a new community centre, but defer the co-location of the library until a later date. Space would need to be available for this later relocation, but it would save on detailed design and construction costs in the immediate future.

32. The first stage of the current draft NZRPG plan for the town centre includes an additional open space NZRPG are calling a 'town square', in a separate location from the town square identified in the Massey North Concept Plan. NZRPG are currently planning on having a multi storey commercial and apartment building with retail ground floor space fronting this open space. If Council were to locate a library and community centre in this building there would be limited civic presence and street frontage.
33. In comparison, locating a library and community centre in a stand alone building on or next to the Council town square (as identified in the Massey North Concept Plan), would result in a stronger relationship with the street and would be an opportunity to create a highly visible landmark building. However, it would locate the community facilities on the edge of NZRPG's first stage development and is further from the existing community. Building costs would be higher than locating within an NZRPG built and managed building, but the Council would be able to own the building and therefore save on leasing costs. Council could also potentially lease additional space to community groups and government agencies etc, additional space would need to be factored in and/or the library space could be used if the library did not relocate until a later date. The building could be built robustly so that expansion horizontally and/or vertically was possible at a later date, as the catchment for the facility increases. In addition, this location would require a minimum two storey development as set out in the District Plan street typology for this mainstreet area.

Option 3: Agree to co-locate a new Massey library and community centre in the first stage of the town centre development at the Hobsonville Road entrance

34. This option as similar issues as option 2, the Council could lease space for a library and/or community centre within an NZRPG multi-storey development, or purchase land to create a stand alone minimum two storey building. This location would put the community facilities at the other edge of the new town centre, much closer to the Westgate shopping centre, the existing community and the busy Hobsonville Road, but not adjacent to open space.

Option 4: Agree to locate a new Massey library and community centre in the first stage of the town centre development adjacent to the quality park

35. Unlike option 2, this option would result in the library and community centre not being built in the town centre until NZRPG's second stage development, which is expected to be completed by 2016. This option could be prudent given the high infrastructure costs being faced by the City and would align with current budget timeframes. However, it would leave a social infrastructure 'gap' in the new town centre and a lack of a civic presence and facilities available for the new community.

36. The following table highlights some of the wider issues in the options available:

		Social	Economic	Environment	Cultural
Option 1: Do nothing and defer any decision.	Disadvantages	Existing library and other community facilities already at capacity. Existing recreation centre would not be able to expand until later date. Existing community is further marginalised.	Library expansion of 500 sqm would go ahead. Land purchase and building costs are likely to increase at a later date.	Opportunity could be missed to locate in the 'heart' of the new town centre.	Opportunity missed to create a strong civic presence in the first stage of the new town centre.
	Advantages	Already a relatively new library at Massey which is well utilised	Saves on detailed design and construction costs in the immediate future.	Existing library expanded, rather than waiting until a new library built.	Existing library has expansive views to the city.
Option 2: Agree to co-locate a new Massey library and community centre in the first stage of the town centre development adjacent to the town square.	Disadvantages	Focus of community facilities shifts from the existing Westgate to the new community.	Budgets will need to be revised and reprioritised to meet NZRPG first stage timeframes.	Location on the edge of the first stage development.	Existing library has expansive views to the city, which are likely to be lost with relocation
	Advantages	Priority community facilities are in place as the new community arrives.	Existing library expansion cancelled. Potential to get rental returns with new larger facility. Cost savings with co-location.	Good street frontage and opportunity to create a landmark building adjacent to open space.	Opportunity to create strong civic presence in the new town centre in the first stage of development.
Option 3: Agree to co-locate a new Massey library and community centre in the first stage of the town centre development at the Hobsonville Road entrance.	Disadvantages	Facilities not located in the heart of the new town centre and separated from open space for joint events etc.	Budgets will need to be revised and reprioritised to meet NZRPG first stage timeframes.	Location adjacent to a major road and no co-location with open space.	Library loses relationship with existing site.
	Advantages	New community facilities located closer to the existing Westgate.	Existing library expansion cancelled. Potential to get rental returns with new larger facility. Cost savings with co-location.	Good street frontage and opportunity to create a landmark building at a key entrance to the new town centre.	Opportunity to create strong civic presence in the new town centre in the first stage of development.

		Social	Economic	Environment	Cultural
<p>Option 4: Agree to locate a new Massey library and community centre in the first stage of the town centre development adjacent to the quality park.</p>	Disadvantages	<p>Priority community facilities are not in place as the new community arrives. Existing recreation centre cannot expand until a later date.</p>	<p>Existing library expansion would take place – budget not saved. Costs to purchase land and construct buildings at a later date will increase.</p>	<p>Good street frontage and opportunity to create a landmark building at a key corner in the new town centre and adjacent to open space.</p>	<p>Creation of a strong civic presence delayed until second stage of the town centre. Library loses relationship with existing site.</p>
	Advantages	<p>Library expansion of 500 sqm would go ahead in 2008/2009. Other community facilities already at capacity.</p>	<p>Existing 500 sqm library expansion would take place. Cost savings in co-locating a library and community facility together. Potential to get rental returns with new larger facility. Budgets meet NZRPG second stage timeframes.</p>	<p>Good street frontage and opportunity to create a landmark building at a key entrance to the new town centre.</p>	<p>Opportunity to create a strong civic presence on a key corner site.</p>

Consideration of Community Views

37. Planning for the Massey North Concept Plan and social infrastructure provision within this new urban area has been ongoing since 2001. In 2006, the Massey Community Inquiry highlighted many of the social infrastructure gaps in the existing Massey urban area. This was followed up by an inter-agency workshop on social infrastructure needs for the current and future area. In 2007, further dialogue with key stakeholders continued as part of the development of the Social Infrastructure Plan. Council also presented to a Massey Matters community forum in 2007 on future planning for the Westgate area. The community will continue to be included in discussions relating to future planning in Massey and the Massey Matters project will be used as an ongoing forum for communication.

Preferred Option

38. The preferred option is for Council to co-locate a new library and community centre in the first of the NZRPG development in Precinct A of the Massey North Town Centre Special Area. The risks of not continuing with this option are that the existing and future communities are marginalised by a lack of key community facilities and the opportunity to fully integrate a civic presence in the heart of the new town centre could be lost.
39. Appropriate budget needs to be prioritised through the draft Annual Plan 2008/2009 and Long Term Council Community Plan 2009-2019 (LTCCP 2009-2019) process, to ensure that the community facilities can be built to meet NZRPG's first stage development timing.

STRATEGIC CONTEXT

40. Massey North/Westgate is identified in the Council's 2006 Draft Growth Management Strategy as one of the City's three major centres. Significant growth is expected to occur in Massey North as urban development and intensification takes place in residential, retail and employment areas, as part of the development of the Massey North Concept Plan. An increase of approximately 37,746 people in the catchment area is expected by 2057, which would result in an almost doubling of the existing population, whilst the increase in employment for the existing and future employment area is expected to be an additional 13,952 jobs by 2057. 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.
41. Council's 2007 Social Infrastructure Planning Framework identifies libraries and community centres as one of the key infrastructure requirements for growth. Council's existing support of community facilities, services and community groups in the area like the Massey Matters project, contribute to the strategic platform and community outcome of Strong Communities.
42. The development of a town square and quality park within the new Massey North Town Centre Special Area is integral to the development of the new urban area and supports the community outcome and strategic platform of Green Network.

CONSULTATION

43. Consultation with key staff across Council has taken place. Representatives from; Leisure Services, Libraries, Parks Planning, Social and Cultural Strategy; Legal Services and Urban Design and Development, have been involved in ongoing and more recent discussions on the extent of social infrastructure within the new Massey North Town Centre Special Area.
44. Comprehensive consultation has been undertaken with relevant external agencies and other stakeholders during the development of the Massey North Urban Concept Plan and the 2007 Social Infrastructure Plan.
45. NZRPG are working closely with Council and other stakeholders as they refine their draft plans for the Massey Town Centre Special Area. The options discussed in this report have taken into account the latest plans from NZRPG.
46. No specific consultation has recently taken place with Te Taumata Runanga / iwi, although they have been consulted in the past during the development of the Massey North Concept Plan.

RESOURCES

47. Some provision has been made within the LTCCP 2006-2016:
 - Capital works for a Massey Library of \$5,153,000 in 2013/2014 and \$5,230,000 in 2015/2016;
 - Massey library extensions, \$1,250,000 in 2008/2009;
 - Capital works of \$1,812,000 in 2015/2016 for a library in Hobsonville;
 - Community Centre for the Northern Strategic Growth Area of \$542,000 in 2009/2010, \$60,000 in 2014/2015 and \$302,000 in 2015/2016;
 - Town Square purchase and development Westgate (developers community infrastructure) – \$49,000 2013/2014 and \$378,000 in 2014/2015;

- Town Square purchase and development - Westgate (developers land) \$586,000 2013/2014;
 - High quality park (4,000 sqm) (developers community infrastructure/capital expenditure), \$41,000 in 2010/2011, \$43,000 in 2013/2014 and \$302,000 for 2014/2015;
 - High quality park (4,000 sqm), \$1,173,000 in 2013/2014;
 - Westgate land acquisition for social infrastructure \$10,290,000 in 2008/2009;
 - In addition, there is budget of \$1,131,000 for 2014/2015 for the expansion of the Massey Recreation Centre into the existing Massey Library area, assuming that the existing library relocates to the new Massey North Town Centre.
48. Work currently being undertaken on financial and development contributions for the Northern Strategic Growth Area will address the funding issues for social infrastructure requirements.
49. Further work will continue on developing a sustainable level of service for social infrastructure across the whole of the City. This work will take into account the level of service provision appropriate to the expected future population and their social infrastructure needs. It will be informed by the feasibility study currently underway to confirm that the ongoing maintenance of assets is sustainable.

IMPLEMENTATION ISSUES

50. The budget provided would not deliver a community centre or library of the size proposed in this report and the budget timing does not meet the development timeframes for the first stage of the new Massey North town centre development. These figures are not based on detailed design work and will need to be reassessed in light of the developer contributions work currently taking place by the Answer Company, the wider work taking place on the level of service for social infrastructure in the City and reviewed as part of the 2008/2009 Annual Plan and LTCCP 2009-2019 process. Revised budgets and level of service work will be brought back to Council for comment and approval at the appropriate time.
51. Staff resources are available to progress the preferred option and it is suggested that an internal workshop be held and consultation with NZRPG takes place, before a further report is taken to the Finance and Operational Performance Committee for acquisition of land.

Report prepared by: Stephanie Jowett, Strategic Planner, Strategic Projects and Andrew Wood, Social Infrastructure Planner, Strategy.



11 PROGRESSING THE DRAFT WAITAKERE DISABILITY ACTION PLAN

GLOSSARY

Disability Information Waitakere Network	(DIWN)
District Health Board	(DHB)
Long Term Council Community Plan	(LTCCP)
Office for Disability Issues	(ODI)
Draft Waitakere Disability Action Plan	(the Plan)

EXECUTIVE SUMMARY

The purpose of this report is to update the Policy and Strategy Committee on the progression of the draft Waitakere Disability Action Plan (the Plan), and to seek the nomination of representatives to a political steering group.

A25-A46

The Plan has been developed, including significant contextual content to assist understanding during engagement with internal stakeholders. The Plan is attached at pages A25 to A46.

Some actions in the Plan cannot be fully implemented under current resource allocations and the Committee may wish to consider the implications for the Long Term Council Community Plan (LTCCP) budget allocation process.

RECOMMENDATIONS

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

1. **Receive** the Progressing the Draft Waitakere Disability Action Plan report.
2. **Approve** three nominees to a political steering group to oversee the Draft Waitakere Disability Action Plan.
3. **Agree** that the Final Draft of the Waitakere Disability Action Plan be brought to the September 2008 Policy and Strategy Committee meeting.

BACKGROUND

1. The "Waitakere Disability Action Plan" report to the City Development Committee in April 2007 noted the following:

"More widespread participation of disabled people in the life of the city is to be expected, due to an ageing population who are living longer, a shift from segregated institutions into community-based services and the increasing aspirations of younger disabled people.

There will be a corresponding pressure for public infrastructure, services and programmes to be genuinely accessible for everyone.

Improvement in many areas of Council's operations and influence can help future proof Waitakere. Failure to begin planning and acting now is likely to result in significant cost pressures in future years, and potential legal challenges. Disabled people have much to contribute to the process, including diverse perspectives and exceptional problem solving skills."

2. In April 2007, the City Development Committee approved the development of the Waitakere Disability Action Plan as Council's local response to the New Zealand Disability Strategy. The Committee resolved as follows:

- “1. That the Waitakere Disability Action Plan report be received.*
- 2. That the development of the Waitakere Disability Action Plan as outlined in the Agenda report be approved.*
- 3. That a political steering group be established to oversee the development of the Waitakere Disability Action Plan.*
- 4. That the Waitakere Disability Action Plan report be forwarded to Te Taumata Runanga, all Community Boards, Waitakere Pacific Board and the Waitakere Ethnic Board for their information.”*

(602/2007)

3. Over the last twelve months, the process of developing the Plan has focused on consultation around the Council to systematically identify areas of need and capability. The consultation has been generally well received. It has been identified that there are gaps in understanding of the issues faced by disabled people.
4. In addition, work has been carried out to identify the views of key external agencies. In particular, discussions with the Disability Information Waitakere Network (DWIN) provided partnership opportunities in the work.
5. In the meantime, progress continued on delivering some components of the Plan. For instance:
- A significant contribution was made to the major regional Lu'i Ola inter-agency Pacific disability services programme, from which will be leveraged communications, community engagement and workforce development outcomes in Waitakere;
 - A joint demographic research project was initiated, leveraging timely financial contributions from Auckland District Health Board (DHB) and Auckland City Council, with AUT University's new Local Government Centre as academic partner.

DECISION MAKING

Issues

6. About one in five residents of Waitakere are disabled people. They are a significant population group which will become more prominent with ageing trends over the next twenty years.
7. Disabled people are a generally disadvantaged group with complex and interdependent problems which will take some time to resolve. Disabled people face barriers in areas like public transport, education, employment, housing, community facilities, information, public events and the democratic process. They often lack the resources to remove many barriers themselves.
8. The problems are well known and do not vary much locally. However, the evidence base to support the cost-benefit analyses for developing responses to these problems is very sparse, compared with other population groups. Crucial results from the 2006 post-Census national Disability Survey have been delayed until late 2008, and seem to be less reliable than previous years.

9. The New Zealand Disability Strategy is a national framework to which some councils and DHBs are starting to develop local responses. However there is little long-term strategic thinking, no agreed framework for common work and few operational-level guidelines or resources.
10. Personal resourcefulness and potential to contribute exists, but local capacity both inside and outside the Council is limited, with little coordination or common understanding to work with. This imposes very high up-front transaction costs on any work in the disability area.

Options Identified

11. There are no options for consideration arising from this report.
12. The approach taken in the Plan involves creating long term strategic leverage, including development of an evidence base, simple frameworks for shared outcomes and action, relevant communications elements to help enrol support, and systems to allow genuine mandated engagement with disabled people. The "Waitakere Disability Action Plan" report to the City Development Committee in April 2007 noted accordingly:

"The recommended approach is to build the Plan as a clear practical platform for progress and to lead improvement and share risks, costs and engagement with other stakeholders. A detailed localised version of the [New Zealand Disability] Strategy is not proposed, but rather a high level framework for alignment with other strategies and plans, with concrete actions to keep the focus on practical improvements."

Consideration of Community Views

13. The impetus for the creation of the Plan came from key local stakeholder organisation, DIWN, which has made submissions to the Council over many years. Discussions were held with DIWN during development of the current draft, and more significant engagement is expected after the final Plan is approved.

STRATEGIC CONTEXT

14. The Plan responds to Waitakere's Community Outcomes – particularly, Strong Communities, Urban and Rural Villages, Sustainable Integrated Transport, Strong Economy, Vibrant Arts and Culture, and Working Together.
15. The Plan informs and is informed by the Council's:
 - Strategic Platforms – in particular, Strong Communities, Integrated Transport and Communication, Urban and Rural Villages, Strong Innovative Economy and Active Democracy;
 - LTCCP and Annual Plans;
 - Social Strategy, other high-level Strategies like the Transport Strategy and their regional counterparts including the Auckland Sustainability Framework and Regional Growth Strategy;
 - Action Plans, Activity Plans and projects across many areas of Council's operations;

- Plans for significant developments such as the New Lynn Transit Oriented Development;
 - Shared initiatives such as the Social Wellbeing Collaboration programme and Safe Waitakere;
 - Statutory obligations under regulations such as the Building Act 2004.
16. Nationally, the Plan links to the New Zealand Disability Strategy 2001, and to other significant guiding documents including the:
- Local Government Act 2002;
 - Local Government Meetings and Information Act 1987;
 - New Zealand Positive Ageing Strategy 2001;
 - Carers Strategy 2008;
 - Human Rights Act 1993;
 - United Nations Convention on the Rights of Persons with Disabilities 2006, to which our Government is a signatory.

CONSULTATION

17. The development of the New Zealand Disability Strategy included extensive nationwide consultation with many disability organisations and disabled people.
18. The development of the Plan has involved internal consultation with staff, and discussions were held with key stakeholder organisations, DIWN and ODI.

RESOURCES

19. Most actions in the Plan are within baseline budgets in the 2007-2008 Annual Plan and 2008-2009 Annual Plan.
20. Resources for the final Plan will be discussed during the 2009-2019 LTCCP deliberations.
21. Some actions in the Plan depend on external contributions, notably the demographic research project and Lu'i Ola Pacific disability programme mentioned in paragraph 5 above. These initiatives are robust and there is little risk of external contributions being withdrawn during the 2008-2009 year.

IMPLEMENTATION ISSUES

22. Internal and external capacity is a major issue affecting the Council's ability to finalise and implement the Plan. Initial investment in increasing understanding is required to enable coherent contributions from both internal and external stakeholders. Careful phasing of actions is needed to avoid expectations outstripping the Council's resourcing and capacity to deliver.

Report prepared by: Sacha Dylan, Strategic Partnerships Advisor: Disability.



12 BUSINESS INVESTMENT MULTI- MEDIA DVD

GLOSSARY

Business Investment Marketing Strategy (BIMS)

EXECUTIVE SUMMARY

The purpose of this report is to seek approval for the release of Waitakere City's business investment multi-media DVD. The DVD forms part of the Business Investment Marketing Strategy (BIMS). The DVD will screen at the meeting of the Policy and Strategy Committee.

In June 2007 the Council approved the implementation of the Waitakere Investment Marketing Strategy:

- “1. That the Waitakere Investment Marketing Strategy report be received.
2. That approval be given for the implementation of the Waitakere Investment Marketing Strategy to commence.”

1123/2007

The business investment multi-media DVD is one of the key tools for better marketing Waitakere as a business destination.

RECOMMENDATIONS

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

1. **Receive** the Business Investment Multi-media DVD report.
2. **Approve** the release of the Business Investment Multi-media DVD.

BACKGROUND

Business Investment Marketing Strategy

1. The objectives of the BIMS marketing plan and business investment multi-media DVD are to:
 - Enhance the perception of the City as a good place to do business;
 - Attract new investment in the City;
 - Attract new businesses to the City;
 - Undertake actions and initiatives which will increase and improve the profile of the City;
 - Achieve increased high value employment in the City;
 - Reduce economic leakage and environmental and social costs through the number of people leaving the city to work each day;
 - Achieve positive investor perceptions, particularly those that provide significant employment opportunities in the City;
 - Provide long term, sustainable options for existing high value businesses.

2. As part of the BIMS, an internal engagement plan has also been developed. The plan is integrated into the Council's ongoing learning and organisational development and change management activities.

Business Investment Multi-Media DVD

3. In June 2007, the Council approved the development of sales collateral (packs, DVD's website, etc). The business investment multi-media DVD has now been completed and is presented today for approval to release.

DECISION MAKING

4. The Policy and Strategy Committee is requested to:
 - Approve the release of the City's business investment multi-media DVD.

ISSUES

5. The business investment multi-media DVD is an important part of a package of material that is being produced to market the city. It will be placed on both the Council and Waitakere Enterprises websites. It will complement other activities in the marketing plan such as direct marketing to investors and developments, utilised at presentations and events and form part of the City's package which will include; fact sheets, and information about investment and development opportunities.

STRATEGIC CONTEXT

6. The Strong Innovative Economy strategic platform includes within its vision that *'Waitakere is a place ... providing local, quality work ... for its people'*. A major part of the Council's economic development strategy is concerned with increasing local work opportunities so that residents do not need to commute long distances to work.
7. There are essentially two strategies that address this - supporting local businesses, and attracting new investment to the City. To date the Council's economic development efforts have been focussed on the first strategy through initiatives such as:
 - Business education and training;
 - Information access;
 - Regulatory process support;
 - Cluster support;
 - Direct investment in projects;
 - Small and medium enterprise services.
8. However with new business areas coming on-stream in Lincoln Road and at Massey North and Hobsonville, it is timely for a greater effort to be invested in attracting quality new investors. It is planned that the Investment Marketing Strategy be rolled out over the next three years so that these areas are positioned to maximise the number and quality of jobs that are provided there. The business investment multi-media DVD forms part of this initiative.

CONSULTATION

9. Consultation with key staff across Council has taken place. Representatives from; Economic Development, Strategy, Public Affairs, Transport Planning, Urban Design and Development, have been involved in providing background to developing the business investment multi-media DVD.

RESOURCES

10. The resources for the production of the business investment multi-media DVD is provided for in the 2007/2008 Annual Plan.

Report prepared by: Tracy Tomlinson, Advisor: Investment Opportunities and Business Liaison, Strategic Projects.



13 REQUEST FOR AUCKLAND REGIONAL COUNCIL INVOLVEMENT IN SECURING PROPOSED BOMB POINT PARK AT HOBSONVILLE

GLOSSARY

Auckland Regional Council	(ARC)
Hobsonville Airbase	(Hobsonville)
Hobsonville Land Company	(HLC)
Hobsonville District Plan Change	(Plan Change)
Comprehensive Development Plan	(CDP)

EXECUTIVE SUMMARY

The purpose of this report is to outline the proposed parks network that has been submitted by Hobsonville Land Company (HLC) through their Comprehensive Development Plan (CDP). In addition, the report seeks that the Policy and Strategy Committee request the Auckland Regional Council (ARC) consider acquiring the Bomb Point area as a Regional Park.

RECOMMENDATIONS

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

1. **Receive** the Request for Auckland Regional Council Involvement in Securing Proposed Bomb Point Park at Hobsonville report.
2. **Agree** in principle that the preliminary parks network proposed at Hobsonville, with Bomb Point as a major destination park, is a desirable outcome for the area and that it is beneficial for the Region for Council to request that the Auckland Regional Council consider involvement in securing Bomb Point as a park.
3. **Note** that further detailed work on costs for the parks network in Hobsonville are still pending and that any confirmation of park provision is subject to that work.
4. **Agree** that a letter be sent to the Chairman of the Auckland Regional Council's Parks and Heritage Committee requesting their consideration of acquiring Bomb Point as a Regional Park.

5. **Direct** that the Chairman of the Policy and Strategy Committee be delegated to review and sign the letter to the Chairman of the Auckland Regional Council's Parks and Heritage Committee and undertake any political representation at site visits and/or meetings as required to progress negotiations with the Auckland Regional Council on Bomb Point park.

BACKGROUND

1. In 2000 the New Zealand Government announced the intended closure of Hobsonville Airbase (Hobsonville). The closure of Hobsonville required the Council to assess how this land fitted into the growth strategy for Waitakere, and how to turn the economic loss of Hobsonville into an opportunity for the City.
2. Hobsonville provides an opportunity for the development of a marine industrial cluster due to the access it affords to a deep-water channel with nearby accessible land.
3. Hobsonville also provides an opportunity for the Council to further a number of its strategic objectives, through the sensitive development of Hobsonville as a model of sustainable development, and the fostering of local employment opportunities. Central government (Housing New Zealand Corporation) ownership of the Hobsonville, offers a special opportunity for a comprehensive approach to development. A specific development company has been formed by Housing New Zealand to progress the Hobsonville development, known as Hobsonville Land Company (HLC).
4. Council officers have been working closely with HLC over the past two years to develop a concept for the land that fits with Council's objectives which are encapsulated in the following goals that have been adopted by Council:
 - Foster a vision of a high quality future for the Hobsonville Peninsula;
 - Ensure best practice in urban subdivision and infrastructure design;
 - Meet community needs for housing, employment, community and cultural facilities, open space and access to the foreshore;
 - Intensify housing areas to enable the nearby existing Hobsonville village shops to become a vibrant and viable town centre;
 - Fairly allocate the costs of providing infrastructure and public assets;
 - Build on the special advantages of the peninsula, particularly the character of the foreshore and cliff-top environments, the heritage character created by the Air Force, and the deepwater access and facilities available to the marine industry;
 - Integrate the land to be used for the marine industry in a way that maintains the high development and amenity values of the cliff-top environment;
 - Recognise the sensitivity of the upper Waitemata Harbour and provide for sustainable water management using the principles of the Water Cycle Strategy;
 - Recognise the Council's commitment to the Treaty of Waitangi, to sustainable development, to viable passenger transport, and other strategic policies.

5. A second layer of management beyond the overall concept, involves the necessary preparation of a Comprehensive Development Plan (CDP) before any development is allowed. CDPs are prepared on a precinct basis and assessed via a resource consent application (as a Limited Discretionary Activity). Consultation with other consent authorities, such as the ARC, is expected in the preparation of the CDP. The submitted CDP must align with elements of the Concept Plan, as well as providing greater detail in matters such as local roading patterns, open space provision, proposed positions of key buildings, satisfaction of minimum housing densities, and indicative site layouts. There are also varying expectations for design guidelines and design themes, the aim being to ensure existing features are retained and/or enhanced and new development is of a co-ordinated, high quality.
6. HLC have now submitted their CDP to Council, which includes an overall vision for the parks network within Hobsonville.

DECISION MAKING

7. A number of formal decision-making processes are in place for the land, primarily through the Hobsonville District Plan Change (the Plan Change). Decision making in relation to this report is focused on engaging in dialogue with the ARC in order to progress opportunities for other achieving the parks network at Hobsonville.

Issues

Proposed Parks Network at Hobsonville

A47-A48

8. The proposed park network for the entire Hobsonville area, as submitted by HLC for their CDP is attached at page A47. Attached page A48 shows the relationship of the proposed park network to the remainder of the proposed HLC Hobsonville master plan.
9. Key elements of the park network proposed include:
 - A large destination park at Bomb Point 2;
 - A string of interconnected esplanade reserves along the coastal edge of the Peninsula;
 - A connection between both sides of the Peninsula through a linear park across the centre of the Peninsula;
 - Two community parks;
 - A network of smaller neighbourhood parks;
 - A network of 'pocket or amenity parks'.
10. The park network proposed in this concept is generally consistent with the Plan Change concept. The exception being that a large area in the centre of the Peninsula, previously identified for sportsfields has been replaced by the protection of the entire area of Bomb Point as a park (previous concepts have shown Bomb Point partly developed).
11. The provision of Bomb Point Park is considered to be an appropriate change due to the special character of Bomb Point which includes heritage features and significance, ecological sensitivity, geological significance (being the dramatic headland) and general landscape character, which provides for dramatic views across the upper harbour. The proposed Bomb Point Park also provides strong linkages to the proposed coastal esplanade reserves that will surround the Hobsonville Peninsula and provide an opportunity to create a regionally significant destination park.

12. The proposed Bomb Point Park is located in one of four development areas within the land being the Hobsonville Future Development Special Area. This area is located to the south of the Hobsonville Marine Industry Precinct Special Area and between the Hobsonville Base Village Special Area and the harbour. It contains an important coastal interface and there are a number of future opportunities and options for development which include the possible extension of the marine industry area, housing and provision of open space.
13. Albeit that the Hobsonville Future Development Special Area requires further detailing in the future, the fact that a major component of the park network is currently proposed to be provided in this area means that some surety of an ability that this land can be secured for park is required in order to progress with confirmation of other proposed open space areas. These form part of the current CDP area.
14. In order to gain some progress on confirming the parks network and the likelihood of such features as Bomb Point Park being secured, it is considered appropriate to investigate the involvement of the ARC in working with Council on the park network provisions and to assess whether there is an opportunity for the Bomb Point Park to meet Regional Park criteria.
15. It is noted that the ARC have lodged an Environment Court appeal in respect of Council's decision on the Plan Change. The appeal seeks the retention of Bomb Point as public open space.

Options Identified

16. Options for securing Bomb Point as park land are considered limited. Provision of a park of this size is not consistent with Council's current park provision levels. The proposed park network (excluding Bomb Point Park) already meets the provision levels that Council would normally provide for open space in a development such as this.
17. Organisations, other than Council, that are in a position to acquire land of such size are limited. The key organisations include regional councils (in this case the ARC) and the Department of Conservation.
18. Another option for acquisition would be if the land was gifted by the landowner. Indications to date from HLC have been that this is not an option. Even if the land is gifted by the landowner, there are then ongoing maintenance costs associated with the ongoing management of a park of such size.

Assessment of Options

19. In order to progress with a full assessment of the options available to Council with regard to the proposed parks network for Hobsonville, it is necessary to understand if there are any other organisations that would be able to assist in the provision of park land in the area, in particular Bomb Point Park. The key organisation in terms of open space provision is the ARC.
20. Other organisations such as the Department of Conservation may also be able to be approached, and it is proposed to investigate this and any other potential partners/open space providers in conjunction with the ARC.
21. Once a response has been received from the ARC and/or any other potential organisation then further work on option assessment of the proposed park network can be undertaken.

Consideration of Community Views

22. The District Plan Change has been subject to an extensive public notification and consultation process.
23. The CDP will be a publicly notified resource consent process which will provide the opportunity for the community to view the proposed park network and comment on the proposals and any changes from those presented in the District Plan Change concept plan.
24. Any proposal to acquire park land such as Bomb Point, from either Council or the ARC would require associated public consultation through the appropriate Local Government (Auckland) Amendment Act 2004 requirements.

Preferred Option

25. It is considered that the most appropriate option to progress at this point in time, in order to determine whether the proposed park network at Hobsonville can be secured, involves formally approaching the ARC to gauge their interest and/or ability to purchase Bomb Point as a new Regional Park.

STRATEGIC CONTEXT

26. The Hobsonville airbase land provides an opportunity for Council to develop a marine industrial cluster due to the access it affords to a deep water channel. It also provides an opportunity to further its sustainability objectives through the sensitive development of the land and the fostering of local employment opportunities.
27. The provision and acquisition of open space in this part of the City sits within the strategic platforms of both Urban and Rural Villages and the Green Network. Within Urban and Rural Villages the desire is to provide people friendly green spaces in urban and rural areas. The Green Network encourages restoring key green network linkages fully - from the Waitakere Ranges to and along the coast.
28. Further to these strategic platforms, the acquisition of land for open space is addressed in the Parks Strategy, adopted in April 1999. A key recommendation from the Parks Strategy relating to reserve acquisition is the identification of the future need for a large citywide park as the northern part of the City develops. The draft Parks and Open Space Strategy (a review of the earlier 1999 strategy) indicates that for the level of growth proposed at the Northern Strategic Growth Area (which includes Hobsonville) there will be a requirement to provide a new Citywide and/or regional park.
29. The proposed Plan Changes for Hobsonville and the Northern Strategic Growth Area have been notified and are currently progressing through the statutory process.

CONSULTATION

30. Consultation on the proposal to request ARC assistance with securing Bomb Point has occurred within Council and includes appropriate Council officers within Strategy, Resource Consents and Directors.

31. Consultation has occurred at an officer level with ARC parks, consent, environmental and cultural heritage staff. Comments from this consultation indicated the proposed process of submitting a letter requesting ARC involvement was appropriate. ARC parks officers concurred with the Waitakere City Council officer assessment that in principle, the parks network proposed was appropriate.
32. Consultation with Iwi will occur through the CDP process.

RESOURCES

33. At this stage there are no resources required to progress with negotiation and discussion with the ARC on the Bomb Point park proposal other than staff time.
34. A number of reports will be presented to Council over the coming months on the detailed cost issues related to the Hobsonville development as a whole and will include parks network issues. This report does not require any decision-making that will commit to funding, but is aimed at investigating possible alternative support for provision of the proposed park network at Hobsonville. This work will then be useful to inform any detailed cost reports that are then formulated around the proposed park network.

IMPLEMENTATION ISSUES

35. It is proposed to send the letter to the ARC in June 2008.
36. The end of June or early July 2008 has been scheduled for site visits with appropriate ARC officers and politicians to view the site after receipt of the letter.
37. It is anticipated that further meetings with ARC officers will be undertaken as required.
38. If Bomb Point was able to be secured as a regional park then it would be managed and maintained by the ARC.

Report prepared by: Renee Davies, Service Manager Parks Planning.



14 ONE PLAN FOR AUCKLAND - OVERVIEW AND PROGRESS REPORT

GLOSSARY

Regional Sustainable Development Forum	(RSDF)
Regional Growth Forum	(RGF)
Regional Growth Strategy	(RGS)
Auckland Sustainability Framework	(ASF)
Regional Land Transport Strategy	(RLTS)
Auckland Regional Economic Development Strategy	(AREDS)
Long Term Council Community Plan	(LTCCP)

EXECUTIVE SUMMARY

The purpose of this report is to inform the Policy and Strategy Committee about the approach taken to develop the first version of One Plan for Auckland. This first version will be built on the existing regional strategies and action plans. One Plan will communicate the region's strategic direction and priority actions in a more compelling, coherent way. The first version will also scope and identify a longer-term pathway for moving towards the region's longer-term goals for sustainable development.

The proposed scope and approach to the development of One Plan (Version 1) outlined in this report will deliver a draft version of One Plan to the Regional Sustainable Development Forum (RSDF) for consideration by July 2008 and a final version by September 2008.

This report outlines the approach taken in the development of One Plan thus far, and the advice received on a consultation process.

RECOMMENDATIONS

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

1. **Receive** the One Plan for Auckland - Overview and Progress report.
2. **Agree** that Council's representative on the Regional Sustainable Development Forum at the 11 July 2008 meeting should endorse One Plan (Version 1) for stakeholder consultation.

BACKGROUND

1. On 6 September 2007 the City Development Committee agreed to the establishment of a committee known as the RSDF in terms of section 37 SE-H of the Local Government Act 1974 and that this Committee would also be the Regional Growth Forum (RGF).
2. The Committee also agreed that the RSDF would have:
 - The same functions as the existing Regional Growth Forum (set out in sections 37SG of the Local Government Act 1974);
 - Responsibility to develop a One Plan for the Auckland Region, which is then recommended to the Auckland Regional Council for adoption;
 - Responsibility for ongoing stewardship of the Auckland Sustainability Framework (ASF) and the Regional Growth Strategy (RGS).
3. One Plan as a concept had its origins in the work of the Metro Project (action 2.1.1 to plan all infrastructure within the wider context of a single vision for the Auckland-city Region) and the Strengthening Auckland's Regional Governance project which stated that *"The One Plan for Auckland will promote social, economic, cultural and environmental well-being through prioritised action plans"*.
4. In 1999, the Councils of the Auckland region adopted the RGS and established the RGF to manage the rapid growth of Auckland's population. The work and delegations of the RGF have now become the responsibility of the RSDF, as the region strives to manage its growth and development more sustainably.
5. In June 2007, all councils in the region confirmed their support for the Strengthening Auckland's Regional Governance Final Report. Central to the package of proposals put forward was the establishment of a RSDF involving all councils and participation by Central Government and Mana Whenua/Tangata Whenua. A key outcome of the new RSDF was to deliver a co-ordinated, aligned, prioritised and funded 'One Plan' dealing with regionally significant and linking Central Government strategies and funding with binding funding agreements. These agreements were to be negotiated and facilitated by a strengthened regional council, which would ensure implementation of projects/programmes and advance specific and already identified issues.

6. The RSDF was subsequently established in February 2008 to be the steward of the ASF and support the sustainable development of the Auckland region. The RSDF will act as a vehicle to improve the collective decision-making, prioritisation, funding and implementation of regionally significant infrastructure and services. The main task for the RSDF over 2008 is to develop the first version of One Plan, intended to be progressed over time as a single strategic framework and action plan for the region
7. The combination of this drive for sustainable development, and the pressure for strengthened regional governance (leadership, decision making and implementation), has formed the background for the One Plan for Auckland concept.
8. Through these experiences there is growing awareness that, whilst there is generally adequate strategy in the region, this has not been fully integrated or aligned into an overall direction and set of actions and funding that reflect the region's priorities. It is anticipated that One Plan will meet this challenge as well as provide stronger regional decision-making and implementation by:
 - increasing the certainty and speed of action;
 - implementing selected significant projects and programmes;
 - aligning, integrating and prioritising between strategic decisions ;
 - instilling a sustainability focus to decision making; and
 - developing existing central government strategy focussed on Auckland.
9. One Plan is intended to focus on a few regionally important issues by pulling together the policies and action plans of a range of strategies and implementation agencies. It will add value by leveraging off existing investment and create opportunities to increase efficiencies, value for money and funding certainty. It will be a new way of working and will integrate actions to meet social, economic, environmental and cultural objectives. It will link up previous independent actions and projects into more comprehensive packages. It is anticipated there will be significant flow-on benefits from transferring the outcomes of this linked up approach to other areas.
10. At the RSDF meeting of 28 March 2008, endorsement was given to continue progress on the One Plan content, being:
 - An infrastructure plan, which is an inventory of current priorities and a scope of work and timetable for the development of a regional infrastructure plan;
 - Development of a series of priority policy directions for future versions of One Plan in regard to:
 - Social development;
 - Energy and climate change;
 - Growing smarter;
 - Maori aspirations;
 - Three waters.
 - Completion of further work on the following set of One Plan programmes of action:
 - Improving Public Transport (signature project - the rail electrification plan);
 - Completing the network (signature project - the Western Ring Route);
 - Digital Auckland region (signature project - the further development of broadband initiatives, including a proposed fibre roll-out);

- Destination Auckland region (the 2011 Rugby World Cup as signature project);
- CBD/Waterfront (the current waterfront projects to continue as a signature project);
- Building communities (signature projects under discussion include the renewal of Housing New Zealand stock in Tamaki and the Auckland Manukau Eastern Transport Initiative);
- Regional skills (central government is still working on initiatives that may be included as a signature project).

DECISION MAKING

Issues

- A49-A100*
11. Officers from all councils and Central Government have continued to work collaboratively on the One Plan content. This information was presented to the RSDf workshop on 9 May 2008 and is attached at pages A49-A100s. That workshop provided members with an opportunity to express their views and preferences on the One Plan content, which will be further developed for consideration at the RSDf meeting on 11 July 2008. Overall, the RSDf agreed that the seven programmes of action should be included in One Plan (Version 1), with some refinement of goal statements and context statements to make the information more specific, where possible.
 12. The purpose of the RSDf May workshop was to provide an opportunity for members to express their views and preferences on the content and approach prior to the formal consideration of a One Plan (Version 1) at the RSDf meeting on 11 July 2008.
 13. Ministers Hodgson and Tizard attended the May workshop and advised that Central Government was committed to the One Plan for Auckland and the RSDf. The RSDf was encouraged by the Ministers to be explicit about the detail of the projects included and the commitments being made by parties in the One Plan document.
- A101-A102*
14. Representatives from the Establishment Group of the Regional Mana Whenua Forum also provided an update to the RSDf on its agreed directions (see at attached pages A101 to A102). It was acknowledged that further work would be progressed by the Establishment Group across the three-stage process outlined. Facilitated by the Establishment Group, Mana Whenua, iwi and hapu are developing their preferred representation model for the RSDf and other regional fora.
- A49-A100*
15. The briefing information circulated to the members of the RSDf, attached at pages A49 to A100, provides further detail on the three areas identified at the RSDf meeting on 28 March 2008 for One Plan (Version 1) - infrastructure plan, future policy directions and One Plan (Version 1) programmes of action. For each of the One Plan (Version 1) programmes of action, information was presented on:
 - long-term goal;
 - significant initiative;
 - connected initiatives;
 - funding status;
 - optimising opportunities;
 - current working arrangements and potential implementation parties;
 - risks;
 - public consultation.

16. It was acknowledged by the RSDF that the One Plan programmes of action differ in terms of which phase of development they are in. Some programmes of action are not currently in the “programme implementation” phase. For example, the programmes, Digital Auckland and Developing a Skilled Labour Force, are respectively at the “priority setting” and “programme development” phases, however the RSDF confirmed that these projects should be included within One Plan (Version 1), with some refinement of goal statements and context statements to make the information more specific, where possible.

Options Identified

17. There are no options for consideration arising from this report

Consideration of Community Views

18. At its inaugural meeting on 22 February 2008, the RSDF determined: *“That the forum supports full public consultation on One Plan (Version 1) in March - April 2009, using where possible existing Long Term Council Community Plan processes”*. However, on 28 March 2008 the RSDF passed the following resolution: *“That officials report back to the forum on issues and options in relation to public consultation on the One Plan”*.
19. Officers have therefore been investigating an appropriate approach for consultation in light of the RSDF’s request. Officers consider that progress made on the development of One Plan since February 2008 does not necessitate making significant changes to the original resolution on public consultation for version 1. However, it should be noted that to date, officer reports to the RSDF on consultation have been focussed on the version 1 only, and that these reports have indicated that longer term and for subsequent versions, a special One Plan consultation process could be developed .
20. It is acknowledged that as One Plan progresses and the actions become more comprehensive, a specific One Plan consultation process may need to be developed. However, in version 1 a significant proportion of the actions to be included have already been subject to some form of community engagement and consultation. Furthermore, One Plan (Version 1) is intended to build on existing regional strategies which have also been subject to required consultation processes.
21. The objectives for consultation on One Plan overall are:
- To ensure that the region’s stakeholders can make an informed and meaningful contribution to the development of the One Plan for Auckland;
 - To ensure that we are fulfilling any statutory requirements and political requests for consultation on One Plan for Auckland and the other plans that will come under its umbrella. This includes the RGS, RLTS, AREDS and ASF.
22. Reflecting the previous discussion, officers have proposed a process for stakeholder engagement on One Plan (Version 1), to develop it from draft to final form between 11 July and 19 September 2008. Three audiences have been identified with whom consultation on One Plan will need to occur, these are:
- One Plan key partners - central and local government and Mana Whenua;
 - One Plan key stakeholders - implementation partners; and
 - The general public.

- A103-A107 23. Further elements of the draft consultation are outlined in attached pages A103 to A107.

STRATEGIC CONTEXT

24. One Plan demonstrates ongoing progress towards a sustainable Auckland Region and as such contributes significantly to Council's Sustainable Development Priority. Through its links to the ASF, One Plan will take a longer term view of the development of the region, considering social, economic, cultural and environmental wellbeings.
25. In thinking about One Plan as it evolves and identifies key projects, it needs to be recognised that projects not included in One Plan will not stop. Local and regional projects occurring and proposed in Waitakere will still continue. It is very likely that One Plan will contain projects that will provide significant flow on effects that could benefit Waitakere. One Plan (Version 1) will also be likely to contain projects that involve physical infrastructure work that provide benefit for Waitakere residents.

CONSULTATION

26. Wider public commitment and support will be critical to the ultimate success of One Plan; therefore the approach to wider public and stakeholder engagement and consultation will be an important part of the design of One Plan in the longer term. However, given the compacted timeframe for the One Plan (Version 1), it is proposed that consultation during the development phase (July - September 2008) of the version 1 be limited to principal stakeholders. This will include infrastructure agencies and those responsible for delivering elements of potential One Plan (Version 1) programmes. This approach is proposed because it is anticipated that many One Plan (Version 1) implementation programmes will have already been subject to some form of community engagement and consultation.
27. All regional strategies and the ASF have previously been subject to public comment and consultation. It will therefore be important to specify the scope for public input on One Plan and avoid consultation duplication and fatigue. One Plan provides an opportunity to move beyond rhetoric and good intentions. It will be a robust response to ongoing concerns and perceptions of inadequate implementation as well as build on the momentum and desire expressed by the public to see genuine and timely progress of actions on the ground.
28. It is therefore proposed that full public consultation on One Plan (Version 1) should occur through the Long Term Council Community Plan (LTCCP) processes in March - April 2009. This option will have a number of benefits including:
- reduced costs;
 - reduced consultation fatigue; and
 - a strong link with the existing LTCCP consultation programmes.
29. Two meetings were held with representatives from Ngati Whatua and Te Kawerau a Maki to discuss the ASF and One Plan. Whilst there was acknowledgement of ASF participation and general acceptance that Maori had opportunity to participate through its development, issues surrounding the development of One Plan have been raised. As has been previously mentioned, an Establishment Group for a Regional Mana Whenua Forum have been set up and are developing their responses to One Plan.

30. An overview of the development of One Plan will be taken to the next Te Taumata Runanga meeting.

RESOURCES

31. There are no resource implications other than officers' time, which has been budgeted for.

IMPLEMENTATION ISSUES

32. Council should continue to be involved in the leadership of the process and contribute to the broad regional view to One Plan, ensuring that in seeking to advance nationally and regionally significant projects, Waitakere's objectives are also advanced.

Report prepared by: Rose Leonard, Senior Advisor, Strategic Governance.



15 ROYAL COMMISSION - ISSUES AND UPDATES

Provision is made in the agenda for a 30-minute update from Council officers to the Policy and Strategy Committee on issues regarding the Royal Commission on Auckland Governance.

