



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, 6 May 2010 **TIME:** 9.30 am

**MEETING ROOM:** Council Chamber

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

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

30 April 2010

Judith Moore  
**COMMITTEE SECRETARY**

Telephone (09) 836 8000 extn 8950

### MEMBERSHIP:

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

Mayor RA Harvey, QSO, JP (ex officio)

(Quorum 5 members)

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(Meeting Room could be subject to change)

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

**AGENDA FOR A MEETING OF THE POLICY AND STRATEGY COMMITTEE TO BE HELD IN  
THE COUNCIL CHAMBER AT WAITAKERE CENTRAL, 6 HENDERSON VALLEY ROAD,  
HENDERSON, WAITAKERE, ON THURSDAY, 6 MAY 2010  
COMMENCING AT 9.30 AM**

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**1 APOLOGIES**



**2 URGENT BUSINESS**

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

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

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

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



**3 CONFLICTS OF INTEREST**

The Council has acknowledged in its Code of Conduct that 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 – Thursday, 8 April 2010

**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 April 2010, as circulated, and that they be taken as read and now be confirmed.



## 5 TREATY NEGOTIATIONS IN THE AUCKLAND REGION

Chief Crown Negotiator: Michael Dreaver will provide an update to the Policy and Strategy Committee on Treaty Negotiations in the Auckland Region.

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## 6 COUNCIL CONTROLLED ORGANISATIONS – DRAFT STATEMENTS OF INTENT FROM JULY 2010

### GLOSSARY

Council Controlled Organisation/s	(CCO/s)
Council Controlled Trading Organisation/s	(CCTO/s)
Statement of Intent/ Statements of Intent	(SOI/s)
Local Government Act 2002	(LGA 2002)
Waitakere City Holdings Limited	(WCHL)
Waitakere Properties Limited	(WPL)
Waitakere Enterprise	(WE)
Local Government (Auckland Law Reform) Bill	(Third Bill)
Auckland Transition Agency	(ATA)

### EXECUTIVE SUMMARY

The Policy and Strategy Committee has the delegated responsibility for establishing the strategic direction of Council Controlled Organisations (CCOs) and Council Controlled Trading Organisations (CCTOs). The Draft Statements of Intent (SOIs) for Waitakere's CCOs provide the annual basis for the implementation of that strategic direction. In accordance with the Local Government Act 2002 (LGA 2002), which specifies the content and requirements of the SOIs, the final SOIs need to be completed and delivered to Council in its capacity as a shareholder on or before 30 June each year.

This report presents the Draft SOIs for Waitakere City Holdings Limited (WCHL), Waitakere Properties Limited (WPL) and Waitakere Enterprise (WE), effective from 1 July 2010. These Draft SOIs have been prepared within the context of the transition to one Auckland Council on 1 November 2010. They address the requirements of the LGA 2002, the Local Government (Tamaki Makaurau Reorganisation) Act 2009, the Local Government (Auckland Council) Act 2009, and the Local Government (Auckland Law Reform) Bill (Third Bill) which is due to be enacted mid-2010. Council officers, including Directors, and the WCHL Board, have reviewed these documents and comments on key updates and features of the 2010 documents are included within the report.

### RECOMMENDATIONS

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

1. **Receive** the Council Controlled Organisations – Draft Statements of Intent from July 2010 report.
2. **Agree** to provide feedback on the Draft Statements of Intent commencing 1 July 2010 for Waitakere City Holdings Limited, Waitakere Properties Limited and the Waitakere Enterprise.
3. **Agree** to delegate authority to the Director: Corporate and Business Services to formalise Policy and Strategy Committee feedback on the strategic direction within Statements of Intent commencing 1 July 2010 for Waitakere City Holdings Limited, Waitakere Properties Limited and the Waitakere Enterprise.

4. **Agree** to delegate authority to the Chairman of the Policy and Strategy Committee to provide final sign-off on the Policy and Strategy Committee's feedback on the strategic direction within Statements of Intent commencing 1 July 2010 for Waitakere City Holdings Limited, Waitakere Properties Limited and the Waitakere Enterprise.

## BACKGROUND

1. In accordance with the LGA 2002, Draft SOIs are required to be delivered to Council by 1 March 2010 and the Boards of the CCOs must consider shareholder comments and finalise these documents on or before 30 June each year. Subsequent to the governance review of all Waitakere CCOs in 2008/2009, WCHL has responsibility for negotiating the annual SOIs between Council (as shareholder) and itself, and with WPL and WE as its reporting entities. Whilst the Finance and Operational Performance Committee has the delegated responsibility for making comment on the Draft SOIs for Waitakere's CCOs and CCTOs, the Policy and Strategy Committee also has responsibilities for establishing the strategic direction of these entities.
2. All of the Waitakere CCOs are currently working to understand the implications of the proposed changes to the governance and longevity of their operations under the new Auckland Council and the updated legislative requirements of the Local Government (Tamaki Makaurau Reorganisation) Act 2009, the Local Government (Auckland Council) Act 2009 and the Third Bill (to be enacted mid 2010).
  - WCHL has been identified as a terminating entity and it will be disestablished on 1 November 2010 (the function of this entity is undertaken within councils across the rest of the Auckland region);
  - WPL will transfer across to the proposed Property Holdings CCO; and
  - WE will transfer across to the proposed Economic Development, Tourism and Events CCO.
3. It is envisaged that once the new CCOs are established from 1 November 2010, new SOIs may also have been developed by the Auckland Transition Agency (ATA), which will reflect the primary purpose of the new entities and the strategic priorities of the new Auckland Council (once they are established). In the meantime, transferring entities (WPL and WE) will continue to work in accordance with the approved budgets and SOIs finalised for 1 July 2010 through to at least 31 October 2010 (and possibly through to 30 June 2011).
4. Prior to the announcement on regional governance changes, it had been envisaged that substantive changes to SOIs would not have been required this year, as all documents were revised and updated within the context of Waitakere's governance review of its CCOs in 2008/2009. The priority for the Council, WCHL and its reporting entities, is now to ensure a smooth transition across to the new governance structures and proposed CCOs for Auckland. This entails providing cooperative and proactive responses to ongoing information requirements of the ATA, and ensuring that ongoing work programmes and associated budgets are well packaged for logical and tidy hand-over and delivery by the new Auckland Council. There are no proposed changes to the strategic direction of these entities for this year.

## DECISION MAKING

5. This report is to update the Policy and Strategy Committee and seek feedback on the strategic direction within the Draft SOIs of WCHL, WPL and WE.

## Issues

### Waitakere City Holdings Limited

- A1-A26
6. The Draft SOI for WCHL, commencing from 1 July 2010, is attached at pages A1 to A26.
  7. WCHL has the following mission statement to support the Council's strategic direction:  
  
*"To provide leadership and proactively support Council by investigating investment opportunities which have the potential to enhance employment opportunities or to stimulate economic growth; promoting investment in Waitakere; active business portfolio management; seeking out opportunities for diversification of the Council's income streams; and identifying present and future infrastructure needs."*
  8. Updates to this document are based on the indications of the Third Bill, the ATA Discussion Documents on Local Boards and CCOs, and the recommendations of the WCHL 2008/2009 Audit and Management Report. Key changes to note include:
    - Priority focus for WCHL to demonstrate leadership and support for group subsidiaries during the period of transition to new governance structures established for Auckland's CCOs;
    - Updated financial information and details for Directors;
    - Updated reference to Auckland Film Studios Limited (Prime West Management Limited underwent amalgamation in December 2009 and functions are now encapsulated within the re-branded Auckland Film Studios Limited. Council holds a direct investment of 44.45%); and
    - Inclusion of external objectives/outcomes which show or indicate potential benefit to third parties or stakeholders.
  9. WCHL has been identified by the ATA as an entity for disestablishment on 1 November 2010, as it undertakes functions that will be undertaken by the new Auckland Council.

### Waitakere Properties Limited

10. The role and structure for the proposed Property Holdings CCO have not yet been finalised by the ATA. Therefore, the future ownership and delivery mechanism for property services has not been resolved. Discussion documents released by the ATA suggest that property development functions will be provided within the Auckland Council direct (Chief Financial Office / Property / Capital Projects Programme). This will have a significant impact on the current operations and proposed work programme for WPL. Both Council and WPL have sought clarification on this matter through the formal feedback process with the ATA.
11. WPL has been established to undertake and facilitate property development and property management in Waitakere, creating economic value whilst facilitating strategic City objectives. The general business values and objectives of WPL are outlined within the Draft SOI, however specific objectives relating to each development property or project are determined through Council-approved concept plans and associated Letters of Direction/Declaration of Trust agreements.

- A27-A42
12. The Draft SOI for WPL, commencing 1 July 2010 is attached at pages A27 to A42. There are no substantive changes from last year's document.
  13. Possible updates to the WPL Draft SOI are suggested as follows:
    - Recognition of the legal requirements of the additional Auckland governance legislation;
    - More explicit provision for proactive and cooperative response to information requirements of the ATA, as work progresses to transition across to the new governance structures established for Auckland's future CCOs;
    - Amend Section 4.2 (Business Objectives) to include explicit reference to Trust Projects meeting urban design and associated objectives of Council; and
    - Performance measures in place for all performance goals (for example 'being a good employer' by ensuring that the requirements of section 36 of the LGA 2002 are met, or through reference to employee turnover as a benchmark and indicator, and 'anticipating and meeting the customer's needs' by ensuring that there are no surprises and Council is advised early on any major issues). Suggested updates are provided as italicised bullet points within page 8 of the attached Draft SOI for WPL.

#### Waitakere Enterprise

14. It is envisaged that the local footprint and programmes of WE will continue through its transfer to the proposed Economic Development, Tourism and Events CCO. It is noted that whilst WE's TrainSmart programme is not currently recognised in the model proposed by the ATA, there is likely to be discretion for local economic development agencies to continue to target and deliver programmes that meet local needs and funding arrangements.
  15. The purpose of WE is to provide the economic development agency for Waitakere and accelerate the sustainable economic growth of the local economy by growing and attracting business, and developing a skilled and productive labour force. The strategic context and direction of WE is determined by the Waitakere Economic Wellbeing Strategy 2009 and the performance measures and initiatives for WE are aligned and weighted towards the strategic direction and priority concerns of the Council.
- A43-A67
16. WE's Draft SOI commencing 1 July 2010 is attached at pages A43 to A67. Updates from last year's document include:
    - Four-monthly (July – October 2010) and Annual (July 2010 – June 2011) performance objectives (versus annual and three-yearly). It is anticipated that the proposed Economic Development, Tourism and Events CCO will come into effect with a new SOI from 1 November 2010, and that this SOI will incorporate key elements of the SOIs and budgets associated with its transferring entities;
    - Section 10 - Removal of financial policies to establish a cash reserve as working capital to invest in new programmes and activities and to enter into new memorandum of understandings / partnerships or joint ventures (no longer feasible or appropriate during this time of transition and consolidation);
    - Section 13 – More generic statement around information to be provided to the Council (more specific reporting hierarchy will depend upon the governance and reporting structures of the new Auckland Council);

- New section (Section 15) on the Central Government Business Assistance Review implications. From July 2010, central government will no longer provide funding to support capability development for all small-medium enterprises (WE's current BIZ service and Enterprise Training Programmes). Instead, business assistance packages will be targeted at high growth potential clients, particularly those with export potential (central government target market of 3% of the total business population). WE have updated their SOI to accommodate these funding changes and will be working to secure the regional partner role for delivery of a commercial model in this arena. WE has also working to ensure that service delivery to the existing audience of businesses in Waitakere with ambition to grow (a wider target than central government's proposed "high-growth potential and export potential" businesses) continues; and
- Addition of new programmes and initiatives for business information, training and mentoring, higher-tier business networking, workplace literacy services and a pre-trade class with UNITEC and Trusts' funding.

### STRATEGIC CONTEXT

17. CCOs of all types are used as vehicles to implement aspects of the Long Term Council Community Plan and Annual Plan. The Council has established WCHL, WPL, WE and other entities to assist the Council in meeting its strategic outcomes through a return on investment, involvement in strategic projects, economic development and in the support of service delivery. This includes investigating investment opportunities which have the potential to enhance employment opportunities or to stimulate economic growth, promoting investment in Waitakere.
18. WCHL currently has a responsibility to ensure that WPL and WE operate economically and efficiently, and in accordance with their agreed SOIs, to optimise returns (both financial and non-financial) within the parameters set by the Council. It also has responsibility for negotiating the annual SOIs.

### CONSULTATION

19. Engagement has occurred with the Chairmen and Chief Executives of WCHL, WPL and WE, and with Council's Directors Group. Representatives for WPL and WE attended WCHL Board Meetings on 21 January and 24 February 2010 and presented information in support of the development of their draft SOIs. These Draft SOIs have also been presented to the Finance and Operational Performance Committee on 12 April 2010. Any further comment from the Policy and Strategy Committee will be incorporated into the final Council feedback to the CCO/CCTOs.
20. Consultation has also been undertaken with officers across Council who engage directly with Waitakere's CCOs – these include Democracy and Support Services, the Finance Directorate, Legal Services, Strategic Planning (Economic Development Strategy) and the Development and Investment Group (formerly known as Strategic Projects).

### RESOURCES

21. The resources required to provide input to the strategic direction of our CCOs and CCTOs, and to support the WCHL Board in its operations and reporting requirements continue to be met through the prioritisation of work programmes for existing Council staff resources.

## IMPLEMENTATION ISSUES

22. Current legislation requires that CCOs “consider any comments” of its shareholder (Council) in finalising their SOIs. This provides the CCOs with an element of discretion in how the recommended changes are incorporated within their final documentation.
23. There is a degree of uncertainty over the implementation of approved SOIs for the eight month period of November 2010 – June 2011, as it is anticipated that the newly established CCOs of the Auckland Council may have SOIs that supersede existing documentation.

## AUCKLAND COUNCIL TRANSITION ISSUES

24. The decision making proposed in this report is not constrained by section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009, as it does not directly or because of its consequences: significantly prejudice the reorganisation, significantly constrain the powers or capacity of the Auckland Council or any subsidiary of the Auckland Council following the reorganisation, or have a significant negative impact on the assets or liabilities that are transferred to the Auckland Council as a result of the reorganisation.
25. Council officers continue to ensure that WCHL, WPL and WE are kept up to date with the transition processes and that the ATA is provided with responses to all information requests.

**Report prepared by:** Jaine Lovell-Gadd, Director: Corporate and Business Services.



## 7 INAUGURAL NEW ZEALAND COMMUNITY ECONOMIC DEVELOPMENT CONFERENCE

### GLOSSARY

Auckland Regional Economic Development Strategy	(AREDS)
Auckland Regional Economic Development Forum	(AREDF)
Community Economic Development	(CED)
Inaugural New Zealand Community Economic Development Conference	(the Conference)
Ranui Action Project	(RAP)

### EXECUTIVE SUMMARY

The purpose of this report is to inform the Policy and Strategy Committee of the recent Inaugural New Zealand Community Economic Development Conference (the Conference) held in Waitakere from 9 - 11 February 2010, and to signal potential areas for support by the Council in furthering Community Economic Development (CED) in Waitakere. Conference evaluation feedback was extremely positive indicating a strong momentum to carry the promotion of CED forward through enabling infrastructure and initiatives at local, regional and national levels.

There are a number of significant ideas and opportunities from the Conference that the Council may wish to pursue and support. In order to harness the energy gathered at the Conference it is recommended that Council supports the networking of those interested in working together in this area and brings together a stock take of the past and current CED initiatives in Waitakere in readiness for the Auckland Council. It is anticipated that this information will also be very useful for local community organisations and key stakeholders interested in advancing CED.

### **RECOMMENDATIONS**

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

1. **Receive** the Inaugural New Zealand Community Economic Development Conference report.
2. **Agree** that Council officers support networking with the community economic development sector and undertake a stock take of past and current community economic development initiatives in Waitakere as a basis for future work.
3. **Agree** that a presentation on the Inaugural New Zealand Community Economic Development Conference be made to the Auckland Regional Economic Development Forum as a means of positioning community economic development within the regional policy and planning context of the Auckland Council.

### **BACKGROUND**

A68-A83

1. The Conference was held from 9 to 11 February 2010 in Waitakere. The programme was extensive and is attached at pages A68 to A83. The Conference attracted over 300 delegates and 50 presenters from the United Kingdom, Ireland, Scotland, Australia, and New Zealand. It was produced in two months primarily by Community Waitakere and Christchurch Small Business Enterprise Centre staff, with strong support from Waitakere Council officers. The Conference was also supported by Manukau, Auckland City, and North Shore City Councils. It was over subscribed and organisers needed to shift venues to accommodate attendees. Feedback forms received from the conference indicated a high level of satisfaction with 89% rating the conference as good, very good or excellent.
2. A feature of Council support was the high level of co-operation and professional input from a range of Council directorates including Strategic Planning, Community Wellbeing and Public Affairs with significant assistance from the Maori Relationships Team. The Mayor and Deputy Mayor were also involved as guest speakers.
3. The plenaries and workshops were grouped into three major themes: social enterprise development, alternative finance and investment, and the overall concept of community economic development. Many of the presentations discussed the role of councils particularly around advocacy, procurement and asset transfer. An overview of the presentations will be presented in support of this report at the Policy and Strategy Committee meeting.

### **Key Concepts and Definitions**

4. In the development of the Conference, it was recognised that CED and its concepts are not well understood and that in some areas there was concern with linking social and economic outcomes. The Conference had as one of its key outcomes the development of a common understanding of the concepts and a language to describe CED.

5. A working definition that emerged from the Conference is that CED is a process of local communities actively participating in and nurturing opportunities to grow the local economy while producing social, cultural, or environmental benefits.
6. Social enterprises are defined as “for-community-profit” organisations, that is, community organisations that are starting to move beyond grant dependence by building financial independence, resilience and sustainability. The Conference heard that social enterprises are difficult to define precisely as they come in various forms and are involved with many different activities. These include service provision, asset management and property development. There is however a number of characteristics that social enterprises tend to share including:
  - Having broad community goals alongside their business goals;
  - Aim to generate income directly from some of their activities – enabling increasing independence from grants and long term sustainability;
  - Surplus from operations is put back into community activity; and
  - Leadership has come from an entrepreneur or a small entrepreneurial group.
7. “For-community-profit” organisations are not a new concept in Waitakere and New Zealand. They have been a major mechanism for providing social services and developing community assets for many years. Examples include the Licensing Trusts, Te Whanau o Waipareira Trust, EcoMatters Environment Trust and the Waitakere Arts and Cultural Development Trust. The recent shift has been to focus more on community profit organisations and activities as a mechanism for community based economic development.
8. A high level assessment through the conference identified that CED activity and opportunities in Waitakere include:
  - Social housing;
  - Climate change related enterprises, for example community based waste management and renewable energy initiatives;
  - Community gardens and farmers markets;
  - Tourism, eco-tourism and visitor related ventures;
  - Town centre revitalisation;
  - Employment for youth and marginalised people;
  - Faith based CED;
  - Project Twin Streams;
  - Arts and cultural enterprises; and
  - Marae-based enterprises.

### **Waitakere Community Economic Development Experience**

9. In 2006, the Council considered an agenda report entitled “Community Enterprise Opportunities” following a study visit by the manager of the Ranui Action Project (RAP) to the United Kingdom to research sustainable funding opportunities that could inform the future development and financial sustainability of RAP. The research reported on a number of successful community based enterprises operating in the United Kingdom that have developed assets and enterprise streams to fund urban renewal, environmental initiatives, social infrastructure and social services for local residents at the same time providing significant local employment.

10. The Council has continued to participate in the development of CED through a number of projects. These include supporting networks through the Waitakere Community Enterprise Development Group (established in 2006) and supporting research by the Director of the Unitec School of Management and Entrepreneurship proposing a New Zealand community enterprise model and a diagnostic evaluation tool to assess sustainable social enterprise competencies. More recently, the feedback from the Waitakere Inform Challenge and Inspire seminars had identified that the next seminar series should be on community and economic development; this came together with work proceeding in Community Waitakere and the Christchurch Small Business Enterprise Centre to enable the Conference to take place.
11. The Council has a strong policy around working with community agencies which is described in the Partnering Policy for Waitakere and often referred to as "The Waitakere Way". This policy is seen in the wide range of contracts, memoranda of understanding and partnering arrangements with community organisations that the Council has instituted. These organisations include Community Waitakere, EcoMatters Environment Trust, Waitakere Arts and Cultural Development Trust, Lopdell House Development Trust, Sport Waitakere, various Project Twin Streams community groups, Te Whanau o Waipareira Trust, the Waitakere Pacific Board, Ranui Action Project, Massey Matters and the Waitakere Ethnic Board. Many of these community organisations are currently actively engaged in or are pursuing social enterprise opportunities.

## DECISION MAKING

### Issues

12. The concept of CED is not well understood in both the social and economic spheres and it has not been included in mainstream economic thinking, policy and support. A primary example of this can be seen in the absence of CED and social enterprise in the Auckland Regional Economic Development Strategy 2002 (AREDS) and in its implementation plan, the "Auckland Metro Action Plan 2006".
13. The restructure of Auckland's regional governance was recognised as an opportunity to include CED in future planning.
14. The level of interest by councils, community organisations, funding bodies and individuals is seen as a confirmation that there is widespread support and a new commitment to establishing a robust CED base and common framework.
15. The Conference identified a number of areas to enable CED to grow, including:
  - Developing a social lending sector to support and service the emergent social enterprise sector;
  - Start up investment and seed asset transfer to support social enterprises to become more independent and sustainable over time; and
  - Infrastructure needs to be developed to provide information sharing, best practice, peer support and networking opportunities to enable social enterprise development.
16. The Conference heard that CED activity does not replace the need for grant funding, but complements and can enable community organisations to have more control over resourcing, planning and achieving their vision and purpose, independent of political cycles and policy changes.

### The Role of Council

17. The Council plays a significant role in supporting CED in partnership with community organisations, government agencies and the business sector. The Council's collaborating culture described in the Partnering Policy for Waitakere has provided the platform and direction for the Council's work in this area over an extended period.
18. The "Community Enterprise Opportunities" agenda report in 2006 identified roles of Council that are still relevant today:
  - Brokering and advocacy;
  - Provision of resources and expertise including seed financing;
  - Socially responsive procurement whereby the Council takes into account wider social outcomes and community impact when assessing tenders;
  - Transferring Council assets (e.g. land and/or buildings) to entrepreneurial community organisations as leverage for ongoing and future development and to enable access to alternative forms of finance; and
  - Capacity and skill development in community economic development.
19. The presenters from the United Kingdom and two Australian local authorities (Brisbane and Paramatta) particularly highlighted some key areas where significant progress is being made that confirm and inform the above roles. These areas include:
  - Social procurement;
  - Assessment tools (for social enterprise); and
  - Community asset development and transfer.

### Regional Policy Considerations

20. AREDS is the key strategic document guiding economic development planning in the Auckland region through the Metro Action Plan (2006) to transform Auckland. The Metro Auckland Project Review Report of the International Team (2006) highlighted a lack of focus by AREDS and regional policies pertaining to social cohesion, disadvantaged communities and community and economic empowerment. The report made the following recommendations in support of CED:
  - Invest in locally based organisations who seek to develop and preserve community assets and deliver critical services in lower income communities; and
  - The business community, especially the financial services sector, should collaborate with government and the philanthropic sector to support and sustain community based development organisations with capital access, technical assistance, grants and loans. This can include bank consortia, public/private alliances, micro-business development, and innovative lending options for community development and investment opportunities for CED enterprises (social finance).
21. It is timely that these recommendations are now re-visited. The opportunity presents itself currently with the development of the new council-controlled organisations (one of which will focus on economic development) and the proposed Social Policy Forum to make a strong case to include CED as a key bridging component of planning in both economic development and social policy for improved community outcomes. It is also important to ensure that there is sufficient provision for CED to be implemented at the local level for community benefit.

### Options Identified

22. Findings from the Conference and previous work indicate that there are a number of areas of work that could be progressed by the Council even during this period of change. Initially a full stock take of current and past CED initiatives in the city would be useful to establish future directions that could be encouraged. Other options may emerge from this work after further scoping and stocktaking with Council's partner community organisations.
23. It is important that the Council continue to support existing projects such as the Waitakere Arts and Cultural Development Trust, Corban Estate Arts precinct and Lopdell House Development Trust by ensuring a sound legacy plan is in place to enable delivery of SE and CED outcomes. These types of organisations could also benefit from guidance in how to continue funding arrangements in the new regional governance context.
24. A regional opportunity exists to present the key findings of the Conference to the AREDF to advance CED in the Metro Action Plan.

### Assessment of Options

25. If no action is taken following the conference there is a risk of continued marginalisation of community economic development and important momentum being lost. It is proposed that the identified options are implemented as they represent some of the major recommendations from the conference and provide a complimentary raft of actions to progress community economic development in Waitakere and the wider region. They reinforce initiatives already happening in Waitakere and use a timely window of opportunity to help shape future directions relating to the roles and functions of key organisations in the new Auckland Council environment.
26. Council has already invested officer time as well as some financial assistance in this Conference, which exemplified the cutting edge, partnering approach that Waitakere is renowned for. There are community expectations as a result of this Conference as well as mutual benefits to the Council in continuing its innovative influence to define and design best practice for councils to support community economic development and local social enterprise.
27. It is proposed as a first step that Council officers undertake a stock take of CED activities to further Councils' engagement with the community sector.
28. A workshop following the Conference was held specifically for Council officers from across the Auckland region to discuss CED advancement within their respective councils. Council officers identified community asset transfer, development, and procurement policy development as a key priority for advancing CED in the new Auckland Council environment.

### Consideration of Community Views

29. The majority of delegates attending the Conference were from the Auckland region and the event provided a unique opportunity for community organisations and entrepreneurs' views to be heard. A survey was conducted which will inform work planning and indicated a great deal of support for:
  - council advocacy for the concepts of CED;
  - a regional as well as local focus;
  - local government to have social procurement policies;
  - councils to consider asset transfer;
  - councils supporting the development of local social enterprise initiatives; and

- councils supporting the establishment of a CED network to share ideas and best practice models.
30. With regard to developing the sector it was evident that community organisations wanted to continue to share ideas and build collective capacity. Community Waitakere has already secured funding to spearhead the development of a national network including a website, along with regional and local network development. Mapping and providing information on successful and emergent local social enterprises has been identified as an important component of this work and would benefit Waitakere in documenting its achievements and potential.

### **Preferred Option**

31. It is recommended that Council officers undertake a full stock take of past and current CED initiatives in Waitakere as a legacy report for the new Auckland Council.
32. It is also suggested that a presentation on the Conference be made to AREDF as a means of positioning CED within the regional policy and planning context of the Auckland Council.

### **STRATEGIC CONTEXT**

33. CED responds to several Community Outcomes that have provided the basis for the Long Term Council Community Plan 2009 -2019 such as Strong Communities, Strong Economy, Urban and Rural Villages, Vibrant Arts and Culture and Working Together.
34. CED aligns with the Council's strategic framework, particularly the Social Strategy action area "developing new CED initiatives." The Economic Wellbeing Strategy has a strategic outcome of "stronger enterprises capitalising on local unique characteristics" and the draft Cultural Wellbeing Strategy identifies a "strong sustainable creative economy" as a key pathway supporting the growth of sustainable creative business, employment and not-for-profit organisations.

### **RESOURCES**

35. There are sufficient staff resources to undertake the work outlined in the recommendations.

### **IMPLEMENTATION ISSUES**

36. A further report to the Policy and Strategy Committee will be presented on completion of the proposed stock take of past and current CED initiatives

### **AUCKLAND COUNCIL TRANSITION ISSUES**

37. The decision making proposed in this report is not constrained by section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009, as it does not directly or because of its consequences: significantly prejudice the reorganisation, significantly constrain the powers or capacity of the Auckland Council or any subsidiary of the Auckland Council following the reorganisation, or have a significant negative impact on the assets or liabilities that are transferred to the Auckland Council as a result of the reorganisation.

Report prepared by Peta Si'ulepa, Strategic Partnerships Advisor: Economic Development Strategy; Kim Conway, Strategic Analyst: Social and Cultural Strategy; and Mark Allen, Principal Advisor: Strategic Framework.



## 8 ACTION PLAN ON CLIMATE CHANGE AND ENERGY UPDATE

### GLOSSARY

Action Plan on Climate Change and Energy	(the Action Plan)
Communities for Climate Protection New Zealand	(CCP NZ)
Intergovernmental Panel on Climate Change	(IPCC)
Light Emitting Diode	(LED)

### EXECUTIVE SUMMARY

The purpose of this report is to provide an update to the Policy and Strategy Committee of the progress on actions that have been undertaken as part of the Council's Action Plan on Climate Change and Energy (the Action Plan).

### RECOMMENDATIONS

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

**Receive** the Action Plan on Climate Change and Energy Update report.

### BACKGROUND

1. The Council was one of the first of four councils to join the Communities for Climate Protection New Zealand (CCP NZ) programme in August 2004. The programme covers five milestones:
  - Milestone 1: making an inventory and forecast of emissions;
  - Milestone 2: establishing emissions reduction goals;
  - Milestone 3: developing and adopting a local action plan;
  - Milestone 4: implementing the action plan and quantifying the benefits; and
  - Milestone 5: then monitoring and reporting on progress towards the goals.
2. In September 2006, the Council achieved Milestone 3 of the CCP NZ programme, by adopting the Action Plan on Climate Change and Energy (the Action Plan).
3. The Action Plan is intended to provide practical measures to reach Council's greenhouse gas reduction goals. These goals are in line with the Intergovernmental Panel on Climate Change (IPCC) recommended reductions for greenhouse gas emissions in 2006.
4. The Action Plan focuses on six key areas of influence: renewable energy generation, transport, energy in buildings waste reduction, adaptation to climate change, and education and awareness. The Council's targets to reduce the City's greenhouse gas emissions compared to 2001 levels are:
  - Reduce emissions by 15 percent per person by 2010 (this would stabilise the emissions);

- Reduce emissions by 40 percent per person by 2021; and
- Reduce emissions by 80 percent per person by 2051.

The targets for the Council's corporate emissions are:

- Stabilise greenhouse gas emissions by 2010; and
- Reduce emissions by 50 percent by 2021.

5. In 2007, the Council achieved Milestone 4, by implementing the Action Plan and quantifying and reviewing the benefits of the corporate actions.

## DECISION MAKING

### Issues

#### Achieving the Targets

6. The Council set reduction targets for its corporate and community greenhouse gas emissions in 2004. The Council achieved its first corporate target, which was to 'stabilise greenhouse gas emissions by 2010' in 2007/2008. In 2007/2008 the Council's overall electricity usage increased only by 1.2 percent compared to 2006/2007 due to no new major Council facilities being added to the Council electricity load. Gas usage dropped 8.79 percent as a result of energy efficiency gains at Waikumete Cemetery and West Wave Aquatic Centre. Fuel consumption decreased 13,180 litres (4.55 percent) in petrol and diesel due to sustainability criteria being included in the tender evaluation process. Although air travel rose in 2007/2008 by 9.3 percent, it subsequently dropped by 67.80 percent in 2008/2009 as a result of the current economic climate. The overall impact has been a reduction of 98.7 tonnes of carbon equivalent in corporate greenhouse gas emissions. This is the first reduction since the Council began monitoring its corporate greenhouse gas emissions in 2001/2002.
7. The Council is unable to accurately quantify and review the benefits of its community actions as there is no locally available data for these specific actions. The initial community emissions data was provided by CCP NZ who sourced it from; Statistics New Zealand, Ministry of Economic Development, the Energy Efficiency and Conservation Authority and the New Zealand Transport Agency. This proxy data was generally national data and not specific to a particular community. National averages, for example of household energy use, are applied against local population data. The accuracy of this national data for a given community cannot be assumed as regional differences may be significant.
8. In addition, measurement is by a third party and is not provided on an ongoing basis, meaning that it does not readily assist in the management of community emissions. Therefore, although the Council has undertaken a number of community projects that will enable emissions reduction, it is very difficult to measure the reduction and report against the community target of "reduction of emissions by 15 percent per person by 2010". This is an area that will need to be worked on to determine the most appropriate means of measurement for the future.

#### Update on Projects

- A84-A101
9. A detailed update on Council-wide climate change and energy related projects in the Action Plan has been prepared and is attached at pages A84 to A101. The main highlights from the update are summarised below.

## Transport

10. Transport accounts for 44 percent of Citywide emissions. The actions in the Action Plan aim to reduce single occupancy car travel and to increase vehicle efficiency. Each person who switches from car travel to public transport reduces greenhouse gas emissions. Replacing a vehicle journey with active modes such as walking or cycling is even better. Public transport improvements like double-tracking of railway line will be completed by mid-2010. Enabling works for electrification have commenced in Newmarket and are currently underway and will be completed in mid 2013/2014. The transport interchange in New Lynn is currently the largest development of its kind in New Zealand. It is due to be completed in September/October 2010. In addition, major station improvements have been completed at Henderson, Sunnyvale, Glen Eden and Fruitvale Road.
11. Eleven kilometres of walk and cycle ways have been completed as part of Project Twin Streams. Seven kilometres of the Project Twin Streams walk and cycle ways have had light emitting diode (LED) lighting and timers installed for energy efficiency. These walk and cycle ways have won two national awards in 2009, the inaugural Best Practice Walking Facility Award at the Living Streets Aotearoa Golden Foot Awards and the Best Cycle Facility at the Cycling Advocates' Network Annual Awards.
12. A cycleways project consisting of an off-road shared path and on-road cycle lanes on Te Atatu Road, Te Atatu Peninsula was completed in 2009. Community response has been overwhelmingly positive and the Council was nominated at the Cycling Advocates' Network 2009 Cycle Friendly Awards for Cycle Friendly Commitment by a public organisation for this project.
13. The Council undertook the installation of over 200 streetlights with 203 CosmoPolis luminaries with 23 percent energy savings and 19 Stealth LED luminaries with 55 percent energy savings. This is compared to the standard high pressure sodium luminaries that would have otherwise been installed during the capital upgrade project for 14 Waitakere streets.
14. The Council travel plan has also been extremely successful. From October 2008 officers started paying for onsite car parking, which went into a fund to subsidise sustainable forms of transport, such as train and bus fares, and for incentives for active travel (walking and cycling). As of 2009, there has been a 24 percent reduction in single occupancy car travel. This has exceeded the original target of 10 percent set in 2006 in the Action Plan.
15. The Council has made considerable savings on fuel due to procurement of fuel efficient vehicles that have resulted from the more sophisticated tendering process. Fuel consumption decreased 13,862 litres (5 percent) in petrol and diesel during 2008/2009. This has resulted in a reduction of approximately 34,121 litres or 11.5 percent in total since the peak period of 2002/2003.

## Energy in Buildings

16. An update report on the Housing Retrofit Project was received by the Policy and Strategy Committee at its April meeting and the Policy and Strategy Committee resolved that the Council enter into a partner agreement with the Energy Efficiency and Conservation Authority to deliver the Housing Retrofit Project and the WarmUp New Zealand programme subject to confirmation by the Auckland Transition Agency.

17. The service provided by the Eco Design Advisor has received excellent feedback. In the 2008/2009 financial year, the eco-design advisor had person to person interactions with approximately 850 owners, designers, trades people, and council officers. The Council was the first in New Zealand to offer an eco design adviser service.
18. West Wave Aquatic Centre has achieved substantial energy reductions in the past few years. This has partly been achieved through reviewing co-generation and gas usage. Over the year 2008/2009 West Wave has achieved electricity savings of 7.7 percent of its peak year 2004/05. It has also achieved overall savings in gas usage to 6.1 percent of its peak year, which was 2004/2005. West Wave is examining further energy efficiency opportunities.

### **Waste Reduction – Cutting Methane Emissions**

19. As one of the outcomes of the Council's Cloth Nappy project, Waitakere Hospital have now returned to cloth nappies in the maternity ward. The project has been a success with an estimated 80,000 disposable nappies being diverted from landfills per annum.
20. The Council supported community waste projects through the Waste Not Fund. The Waste Not Fund sponsored 13 projects which included the establishment of a large scale worm farm at Vision Waitakere Gardens retirement village, a project which won a Supreme Award at this year's Auckland Regional Council Sustainable Environment Awards. This diverts approximately 3,000kg of food waste from landfill per year. The Waste Not Fund was not continued for the 2009/2010 financial year due to budgetary constraints.
21. The 'Bags Not!' campaign to reduce plastic bag use in Waitakere is currently under way. In March 2009, the Mayor hosted a forum for local retailers to address the indiscriminate use of plastic shopping bags. The forum has since raised awareness of the issue and reinforced support for action from the local retailers. Major retailers like The Warehouse and Foodstuffs have introduced a national charge on their plastic shopping bags. The Council has also been working on a campaign to raise community awareness and bring about consumer behaviour change. The public awareness campaign developed is positive, engaging, and inclusive and reflects the character of Waitakere, offering real alternatives to plastic bags and tips for reducing their use.

### **STRATEGIC CONTEXT**

22. The Council and its community see the reduction of greenhouse gas emissions as a priority. This is reflected in the Council's Environment Strategy (environmental resource use: clean air, clean water and nothing wasted) and the Community Outcomes (Green Network, Sustainable Integrated Transport, Sustainable Environment). The adoption of the Action Plan confirmed this commitment in 2006.
23. In August 2009, the Government announced a 2020 target range to signal New Zealand's commitment to comprehensive efforts to address global climate change. New Zealand is prepared to take on a responsibility target for greenhouse gas emissions reductions of between 10 and 20 per cent below 1990 levels by 2020, if there is a comprehensive global agreement reached. In December 2009, at the United Nations Climate Change Conference in Copenhagen, the Parties have agreed to continue the negotiations under the United Nations Framework Convention on Climate Change with the aim of concluding these negotiations at the Climate Change Conference in Mexico in November 2010.

## CONSULTATION

24. Information for the update on progress has been provided by the relevant sections of City Services and Strategic Planning directorates.

## RESOURCES

25. There are no additional resource implications from this update report. All resources and funding for the reported initiatives are available within existing budgets.

## IMPLEMENTATION ISSUES

26. There are no implementation issues from this report.

## AUCKLAND COUNCIL TRANSITION ISSUES

27. The decision making proposed in this report is not constrained by section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009, as it does not directly or because of its consequences: significantly prejudice the reorganisation, significantly constrain the powers or capacity of the Auckland Council or any subsidiary of the Auckland Council following the reorganisation, or have a significant negative impact on the assets or liabilities that are transferred to the Auckland Council as a result of the reorganisation.

**Report prepared by:** Parul Sood, Strategic Advisor: Sustainability and Jane Dudley, Advisor: Environment



## 9 ADOPTING THE CULTURAL WELLBEING STRATEGY FOR WAITAKERE MAY 2010

### GLOSSARY

Cultural Wellbeing Strategy	(the Strategy)
Initial draft Cultural Wellbeing Strategy	(the draft Strategy)
Policy and Strategy Committee	(the Committee)
“Best for the West – Waitakere’s 10 Year Plan”	(Best for the West document)

### EXECUTIVE SUMMARY

This report seeks the adoption of the Cultural Wellbeing Strategy (the Strategy) for Waitakere by the Policy and Strategy Committee (the Committee). A copy of the Strategy and a one page summary overview document are to be circulated under separate cover. At the 3 September 2009 meeting of the Committee, a set of high level outcomes and pathways in the Initial draft Cultural Wellbeing Strategy (the draft Strategy) were adopted whereas the vision and action areas in the draft Strategy were approved for consultation with key stakeholders. An overview of the key themes from the feedback on the draft Strategy will be provided at the meeting.

The Strategy recommended for adoption remains relatively unchanged from the draft Strategy. Amendments made as a result of feedback include reinstatement of the vision adopted by the Council in the Long Term Council Community Plan 2009-2019.

## RECOMMENDATIONS

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

1. **Receive** the Adopting a Cultural Wellbeing Strategy for Waitakere report.
2. **Approve** the adoption of the Cultural Wellbeing Strategy for Waitakere.

## **BACKGROUND**

1. At the Thursday, 4 December 2008 Policy and Strategy Committee meeting, it was resolved as follows:

*“The Policy and Strategy Committee resolved to:*

1. **Receive** the Scope of the Cultural Wellbeing Strategy report.
2. **Agree** that the scope of the Cultural Wellbeing Strategy is a broad, high level expression of the vision, values and principles that will enable the Council to promote cultural wellbeing in Waitakere.
3. **Agree** that the purpose of the Cultural Wellbeing Strategy is to provide high level guidance to the development of implementation policies and plans in the areas including arts, events, libraries, leisure, parks, ethnic diversity and heritage.
4. **Agree** that the scope of the Cultural Wellbeing Strategy excludes matters of implementation, specifically the level and timing of the Council’s investment in social and cultural infrastructure; and also excludes matters of governance, including the Council’s relationship with iwi/Maori, the relationship with the Waitakere Pacific Board and the Waitakere Ethnic Board and considerations of the Treaty of Waitangi.
5. **Agree** that the draft Cultural Wellbeing Strategy be brought to the Policy and Strategy Committee meeting for approval and release as a draft for consultation with key stakeholders in early 2009.
6. **Agree** that the final draft of the Cultural Wellbeing Strategy be brought to the Policy and Strategy Committee meeting for consideration and adoption in July 2009.”

2085/2008

2. At the Thursday, 3 September 2009 Policy and Strategy Committee meeting, an initial draft of the Strategy was presented for the Committee’s consideration. It was resolved as follows:

*“The Policy and Strategy Committee resolved to:*

1. **Receive** the Draft Cultural Wellbeing Strategy for Waitakere report.
2. **Adopt** the updated outcomes and new pathways of the Cultural Wellbeing Strategy stated in the Draft Cultural Wellbeing Strategy for Waitakere.
3. **Agree** that the draft action areas and vision of the Draft Cultural Wellbeing Strategy for Waitakere be approved for consultation with key stakeholders.

4. *Agree that the final Draft Cultural Wellbeing Strategy for Waitakere be brought back to the December 2009 Policy and Strategy Committee meeting for adoption.”*

1518/2009

3. Over the past year, the Council has developed a suite of high level strategies that encapsulate and espouse Waitakere's strategic direction. The Strategy completes the Council's strategic framework and will be published with other strategic documents to inform key stakeholders, including the Auckland Transition Agency and the new Auckland Council, of Waitakere's current strategic direction.

## DECISION MAKING

### Issues

#### Developing the Strategy

4. The Strategy has a similar structure to the Council's Social Strategy with the following key elements:
- Vision.
  - Guiding Principles.
  - Outcomes.
  - Pathways.
  - Action Areas.
5. The Strategy positions cultural wellbeing within a local government context by considering the roles and activities of the Council that support the promotion of cultural wellbeing in Waitakere. The scope of the Strategy remains unchanged since the draft Strategy was considered by the Committee at the 3 September 2009 meeting.
6. As part of the adoption of the "Best for the West – Waitakere's 10 Year Plan" (Best for the West document), a summary of each of the strategies as they stood at that time was adopted, including a vision and outcomes for a Cultural Wellbeing Strategy. At the 3 September 2009 meeting of the Committee, the updated outcomes and new pathways in the draft Strategy were adopted and the draft action areas and vision of the draft Strategy were approved for consultation with key stakeholders.
7. The Strategy recommended for adoption at today's meeting remains relatively unchanged from the draft Strategy. Amendments made as a result of feedback include reinstatement of the vision adopted by the Council in the Long Term Council Community Plan 2009-2019. An overview of amendments made to the draft Strategy will be provided at the meeting.

## STRATEGIC CONTEXT

8. The Strategy is the final of a suite of six strategies and completes the high level strategic architecture that also includes the Social Strategy, the Environment Strategy, the Economic Wellbeing Strategy, the Growth Management Strategy, the Transport Strategy and a summary statement on governance. The Strategy particularly contributes to and supports the outcomes of the Social Strategy, the Economic Wellbeing Strategy and the Environment Strategy. The Strategy has been developed within a framework of sustainability as specified in the Local Government Act 2002 and as required by the Council's decision making protocols.

## CONSULTATION

9. The draft Strategy was developed in consultation with the Councillors and with the involvement of a cross section of Council staff. Feedback on the draft Strategy approved for consultation on 3 September 2009 was sought from key stakeholders including Te Taumata Runanga, the Waitakere Pacific Board, the Waitakere Ethnic Board, the Laureates, practitioners in the arts and culture and heritage sectors and relevant Council officers. Detailed feedback was received through presentations to Te Taumata Runanga, the Waitakere Pacific Board, the Waitakere Ethnic Board and Council officers.

## RESOURCES

10. There is provision of expenditure up to \$15,000 for the development of the Strategy from the 2009/2010 Social and Cultural Strategy budget. The consultation and completion of the draft Strategy was led by staff from the Community and Social Development Team supported by a cross-Council officer team.

## IMPLEMENTATION ISSUES

11. Implementation issues are addressed directly in the various plans which are associated with the Cultural Wellbeing Strategy e.g. Creative Industries Sector Plan and Arts Infrastructure Plan.

## AUCKLAND COUNCIL TRANSITION ISSUES

12. The decision making proposed in this report is not constrained by section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009, as it does not directly or because of its consequences: significantly prejudice the reorganisation, significantly constrain the powers or capacity of the Auckland Council or any subsidiary of the Auckland Council following the reorganisation, or have a significant negative impact on the assets or liabilities that are transferred to the Auckland Council as a result of the reorganisation

**Report prepared by:** Monica Sharma, Strategic Partnerships Advisor; Ethnic Communities and Team Leader Cultural Wellbeing, Community Wellbeing; and Mark Allen, Principal Advisor: Strategic Framework, Strategic Planning



## 10 NEW LYNN URBAN PLAN

### GLOSSARY

New Lynn Urban Plan	(Urban Plan)
New Lynn Town Centre	(Town Centre)
Policy and Strategy Committee	(the Committee)
New Lynn Urban Regeneration Framework	(Framework)
Long Term Council Community Plan 2009-2019	(LTCCP)

## EXECUTIVE SUMMARY

The purpose of this report is to present and seek approval from the Policy and Strategy Committee to the New Lynn Urban Plan May 2010 (Urban Plan). Building on Council's success to date in improving infrastructure the Urban Plan sets out a 20 year vision for the place and is intended to become a legacy document that will shape future planning, investment and policy decisions to New Lynn. The Urban Plan has been circulated separately.

The Urban Plan represents an important next step in New Lynn's transformation from an under performing suburban district to an exemplar, high amenity, urban place of national significance.

Since the Urban Plan was adopted by the Policy and Strategy Committee (the Committee) as a draft for discussion in December 2009, Council officers have consulted with key stakeholders, landowners and the community to present the Urban Plan and providing an opportunity for feedback. Responses received have been positive and have informed the final document.

New Lynn has been identified by the Auckland Transition Agency as a 'legacy project' for the new Auckland Council. The Urban Plan and therefore the Council will henceforth set a benchmark for regeneration projects in the Auckland region.

## RECOMMENDATIONS

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

1. **Receive** the New Lynn Urban Plan report.
2. **Agree** that the New Lynn Urban Plan be adopted, subject to any final layout and formatting and, editing changes being signed off by the Chairman of the Policy and Strategy Committee.

## BACKGROUND

### The New Lynn Urban Plan

1. The Urban Plan has been under development since June 2009, in recognition that the successful regeneration of the New Lynn Town Centre required a broader and more holistic understanding of the opportunity than that set out in previous planning initiatives including Plan Change 17 and the New Lynn Urban Regeneration Framework 2008 (Framework). In addition, the geographic area was expanded to reflect the wider natural catchment of New Lynn, including parts of Avondale. The Urban Plan identifies gaps and opportunities in current planning and investment including social infrastructure. It outlines strategic objectives and a number of key moves required to achieve a coordinated and shared vision for the future of New Lynn.
2. In December 2009, the Urban Plan was presented as a draft for discussion to the Policy and Strategy Committee where it was resolved as follows:

*"The Policy and Strategy Committee resolved to:*

1. **Receive** the draft New Lynn Urban Plan report.
2. **Agree** to support the vision, strategic objectives, and targets discussed within the draft New Lynn Urban Plan for consultation, which include improvements to Great North Road, related transportation projects, and the provision of open space.

3. *Direct the Chief Executive Office to provide a further report to the Town Centres Subcommittee in early 2010 to provide further input for inclusion in the final New Lynn Urban Plan.*
4. *Direct the Chief Executive Officer to report back to the Policy and Strategy Committee by May 2010 with a further report presenting the final Urban Plan to the Policy and Strategy Committee for approval.*
5. *Note that the Waitakere Growth Management Strategy population projections for New Lynn have been revised using the “Final Draft New Lynn Yield Model 08”, and these revised targets have been used for the draft New Lynn Urban Plan, as received by the Policy and Strategy Committee on 15 September 2008.*
6. *Agree that the revised population targets identified in the “Final Draft New Lynn Yield Model 08”, as attached to these minutes as pages A1 to A42, be used to guide planning, infrastructure provision, and design for New Lynn.*
7. *Note that the final New Lynn Urban Plan being taken to the Policy and Strategy Committee in May 2010 will include an analysis of options for the possible location of a Chinatown precinct within the New Lynn Town Centre.*
8. *Note that the final New Lynn Urban Plan will include an implementation plan that will detail future projects and future funding to implement the New Lynn Urban Plan, which can be provided to the future Auckland Council for Auckland’s Long Term Council Community Plan 2012-2022.”*

2007/2009

- 3 The Urban Plan was presented to the Town Centres Subcommittee at its meeting Monday, 15 March 2010 as a draft for discussion. The Town Centres Subcommittee adjourned into a workshop to consider the matters relating to the vision, strategic objectives and key moves outlined in the Urban Plan. The Town Centres Subcommittee resolved to:

*“The Town Centres Committee resolved to:*

1. *Receive the New Lynn Town Centre: Draft New Lynn Urban Plan report.*
2. *Agree to adjourn to a workshop to consider the matters relating to the vision, strategic objectives and key moves outlined in the New Lynn Town Centre: draft New Lynn Urban Plan.*
3. *Agree to reconvene the Town Centres Subcommittee meeting after the workshop and provide comments and recommendations on the vision, strategic objectives and key moves outlined in the New Lynn Town Centre: draft New Lynn Urban Plan.”*

295/2010

*“The Town Centres Committee resolved to:*

*Agree subject to any amendments proposed to support the vision, strategic objectives, and key moves within the New Lynn Town Centre: draft New Lynn Urban Plan.”*

298/2010

## DECISION MAKING

4. As a strategic policy document the Urban Plan represents an important next step in New Lynn's transformation. It has been developed as a goal driven document, which intends to deliver a holistic, coordinated and place based approach to planning for change in New Lynn over the next 20 years

### Vision for New Lynn

5. The Urban Plan outlines a bold vision for New Lynn:

*"The vision is by 2030 to create a unique sustainable urban place centred on a world class transit interchange that is capable of attracting and maintaining a population of 20,000 residents and 14,000 workers (within the area). It is a vibrant and cosmopolitan place reflective of the rich diversity of the community and the special characteristics and pride that come from being "out west". A place that is true to its roots and in tune with its stunning wider natural setting. It has been redefined to fully reflect the opportunities of 21st century urban living. It is a place of exceptional quality and the location of choice for people to work, live and play. Through a compelling value proposition, the council and its partners will have motivated developers to reach standards of development previously unseen in New Zealand."*

6. It is expected that by 2030 the outcomes from this vision will be:

- *New Lynn will become a showcase of an integrated approach to delivering transit oriented development and urban regeneration and will become a model for other projects throughout New Zealand;*
- *The transit interchange will be buzzing, receiving thousands of daily commuters and providing residents and workers with a 18 minute connection to Auckland City Business District;*
- *4,000 new homes will have been built across New Lynn with Crown Lynn Precinct transformed as an exemplar sustainable residential neighbourhood;*
- *The town centre core will be transformed as a high density employment hub including the vibrant mixed-used Merchant Quarter sitting alongside a shopping centre;*
- *Ten open spaces (five 'hard' and five 'soft') within a 5 minute (500m) walk of the transit interchange will have been created or improved, providing an urban amenity like no other in Auckland. New Lynn Park at Crown Lynn will be the jewel in the crown of this network;*
- *New Lynn will be an exemplar pedestrian and cycle friendly place reflected in the way in which people move in and through the town;*
- *A new connection will have been created between New Lynn and Avondale across the Whau via a redeveloped Avondale Racecourse, linking the two areas as a single but diverse place;*
- *Edge of town centre sites will be redeveloped at a medium density to assist in the transition from urban to suburban with outlying suburbs beyond preserved as stable communities;*
- *The Whau and Rewarewa will be treasured assets, linear parks enjoyed by the whole community;*
- *The traditional employment base will be nurtured and maintained but progressively moved towards higher value post industrial activities;*

- *Social infrastructure will be 'ahead of the curve' in terms of the change process in New Lynn with a new primary school and private school providing greater educational choice along with an exceptional range of community facilities, housing, services and networks;*
- *New Lynn will have a thriving evening economy, the place to see and be seen;*
- *Clark Street extension and Veronica Street or Portage Road will relieve the town centre core of through traffic enabling a pedestrian focused environment in which Totara Avenue West and Great North Road are vital elements in a coherent public realm network;*
- *All new buildings will achieve the very highest possible environmental standards, progressively moving toward carbon neutrality; and*
- *The people and businesses of New Lynn will have enormous pride and will have taken the initiative in terms of management and growth of the exceptional place and community they have created.*

### Strategic Objectives

7. To deliver on the vision the Urban Plan presents a series of interrelated strategic objectives. These strategic objectives are:
  - **Open Space** - To deliver an exceptional level of amenity across the area with an evenly distributed series of quality 'hard' and soft spaces linked by a coherent green- blue network;
  - **Movement and Connectivity** - To ensure that New Lynn is an easier and more enjoyable place for all to travel around and through, particularly as a pedestrian and cyclist;
  - **Economic** - To achieve a step change in the economic performance of New Lynn by establishing it as a destination, diversifying the local economy and attracting new higher employment density and value added industry sectors or clusters whilst nurturing established businesses;
  - **Development** - To promote and enable quality sustainable urban development within the town centre and maintain the suburban hinterland as a stable residential neighbourhood; and
  - **Social Infrastructure** - To deliver a level of social infrastructure that supports the wellbeing of the existing community and is 'ahead of the curve' in terms of the future growth and the requirements of the new population.

### Key Moves

8. The Urban Plan proposes a raft of key moves that when undertaken will collectively deliver the vision and strategic objectives outlined in Section 2 of the Urban Plan. These key moves inform 10 precinct plans that provide detailed design and development guidance on the actions in which the strategic objectives will be achieved.

### **Precinct Plans**

9. Section 3 of the Urban Plan presents the Development Framework and 10 precincts, each with its own distinct role to play in meeting the goals and delivering the vision for New Lynn. The precinct boundaries have been informed by all planning work undertaken to date, the character study outlined Section 1 and, the development strategy outlined in Section 2. The Precincts are;
  1. Merchant Quarter
  2. Crown Lynn
  3. Delta Avenue
  4. Southern Gateway
  5. The Mall
  6. The Avenue
  7. Residential South
  8. Residential West
  9. Industrial East
  10. Bob Hill
10. Contained within each precinct plan is a matrix containing ideas, project information, parameters and guidance to determine future planning and investment decisions. Masterplanning for each precinct and will be used to identify the future requirements of Council including any detailed planning and infrastructure investment.

### **Implementation Plan**

11. The Urban Plan recognises that the regeneration of New Lynn is likely to occur over four broad phases. The final section of the Urban Plan outlines how these phases will be delivered over a 20 year period. It recognises that the programme may alter as projects come on line and development on private sites occurs in response to the market and is inherently flexible.

### **Issues**

#### **Document Changes**

12. The Urban Plan still requires final formatting and editing (including a forward, acknowledgements and a glossary) to ensure it is a high quality publication. It is anticipated that through the final stages of the production of this document minor corrections and alterations to photos and the layout may occur. However, the overall content and text of the Urban Plan will not be altered from that which will be provided at the meeting.

### **STRATEGIC CONTEXT**

#### **Community Outcomes and the Council's Strategic Direction**

13. The Urban Plan contributes to achieving the collective vision for Waitakere by its people for thriving urban and rural villages, sustainable environment and sustainable integrated transport as community outcomes.
14. This project will help realise the Waitakere eco-city vision of "a network of resilient, productive and prosperous communities, living in compact towns and neighbourhoods, nourishing the environment, and celebrating our diverse and creative lifestyles."

15. The development of the New Lynn Town Centre will concurrently input to all the key strategies to achieve the vision for Waitakere, the primary contributing strategies that the Urban Plan contribute to are growth management, economic wellbeing, open space and transport.

## CONSULTATION

16. From the outset, the Urban Plan has been developed in collaboration with the key departments of Council including Parks and Open Space, Ecowater, Transport Strategy, Transport Assets, Economic Development, Heritage, Development Investment Group, and the Community Wellbeing Directorate. Council inputs have been provided with an opportunity for feedback on the draft Urban Plan. To date, the responses have been in support of the Urban Plan and have formed the basis for ongoing integrated work programmes.
17. A workshop was held in June 2009, with a number of representatives from the Auckland City Council, the Auckland Regional Council, and the Auckland Regional Transport Authority, and other central government agencies including representatives from the Ministries of Health, Education, and Social Development. While the meeting was originally intended to inform the work being undertaken by the (former) central government Inter-Agency Urban Development Unit to consider the potential role of an Urban Development Authority in New Lynn and Avondale, the opportunity was taken to broach the issues being considered in the Urban Plan. A follow up meeting was held in March 2010 with the various government agencies to present the Urban Plan and to discuss the on going engagement and provision of services in New Lynn.
18. While no specific consultation has taken place with Te Taumata Runanga, consultant representatives for Ngati Whatua and Te Kawerau A Maki have been briefed about work being undertaken to develop the draft Urban Plan.
19. The opportunity to socialise the Urban Plan with members of the public and the local New Lynn community was taken at an open day jointly hosted by Council, Kiwirail and Auckland Regional Transport Agency in March 2010. Comments were invited from members of the public on the precinct plans and vision for New Lynn. All feedback received was generally supportive of the urban plan and valuable insights were received and were considered in the finalisation of the precinct plans.
20. A programme for consultation was undertaken with key landowners and business stakeholders in New Lynn. Stakeholders were offered the opportunity to provide feedback on the Urban Plan as it was developed and to provide detailed input to the precinct plans and design briefs contained within them. The feedback has been generally positive. Most importantly all stakeholders were supportive of the proposed process and the programme projects likely to arise as a result of the Urban Plan. All stakeholders and landowners have indicated a commitment to work closely with the Council in the development of masterplanning for key development sites and are comforted by the level of certainty that the Urban Plan provides in ensuring consistent planning in New Lynn as the new Auckland Council is established.

## RESOURCES

21. The Budget required to deliver this document, including provision for the technical work required to produce this publication and to develop the implementation plan, has been allocated in the Annual Plan 2009/2010 and 2010/2011.

22. The implementation plan contained within the Urban Plan identifies the New Lynn budgets allocated within the existing Long Term Council Community Plan and Annual Plan 2009-2019 (LTCCP). As detailed planning progresses for each precinct the Council funding requirements for the delivery of each project over and above that already provided for in the LTCCP will need to be considered/addressed. A separate report detailing the cost implications of the Urban Plan beyond that already committed will be prepared for consideration by the Committee in August.

### **IMPLEMENTATION ISSUES**

23. New Lynn's current programme has been identified by the Auckland Transition Agency as a 'legacy project' for the Auckland Council. This has highlighted the importance of the Urban Plan to be a strong document that will guide the planning for the next phase of the New Lynn regeneration project. The adoption of the Urban Plan as a final document will enable an agreed and robust plan for the future implementation projects and to be ready for handover to the Auckland Council.

### **AUCKLAND COUNCIL TRANSITION ISSUES**

24. The decision making proposed in this report is not constrained by section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009, as it does not directly or because of its consequences: significantly prejudice the reorganisation, significantly constrain the powers or capacity of the Auckland Council or any subsidiary of the Auckland Council following the reorganisation, or have a significant negative impact on the assets or liabilities that are transferred to the Auckland Council as a result of the reorganisation.
25. The decision making proposed in this report is not constrained by section 31 of the Local Government (Tamaki Makaurau Reorganisation) Act 2009, as the planning work programme and the existing budget to undertake this planning has been approved by the Auckland Transition Agency.

**Report prepared by:** Tim Watts: Manager Urban Planning and Design, Maud Richard: Urban Designer, Caisey Marter: Strategic Advisor - Urban Planning and Design.



## **11 PROPOSED LOCAL AREA PLANS - UPDATES**

Provision is made in the agenda for a 20-minute update from the Strategic Advisor: Sustainable Management, on the key issues in the Henderson Valley Local Area Plan.



12 **WORKSHOP ON PROPOSED AUCKLAND SOCIAL POLICY FORUM**

*A102-A124* Provision has been made for a one hour workshop to discuss the Council's submission on the proposed Auckland Social Policy Forum for the new Auckland Council. The Honourable Paula Bennett, Minister for Social Development and Employment, has issued a Discussion Document, attached at pages A102 to A124, proposing the establishment of an Auckland Social Policy Forum bringing central and local government together to address social wellbeing priorities in Auckland.

Further papers will be tabled at the workshop.

**RECOMMENDATIONS**

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

1. **Agree** to adjourn to a workshop until 12.30pm to consider the matters relating to the Council's submission on the proposed Social Policy Forum for the new Auckland Council.
2. **Agree** to reconvene the Policy and Strategy Committee meeting after the workshop and if necessary give further instructions to reporting officers.

