



Waitakere City Council
Te Taiao o Waitakere

NOTICE OF MEETING

CITY DEVELOPMENT COMMITTEE

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

DATE: **Monday, 9 September 2002** **TIME:** **9.30 am**

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

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

16 August 2005

Audrey Chan
COMMITTEE SECRETARY

Telephone (09) 836 8000 extn 8603

MEMBERSHIP:

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

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

(Quorum 5 members)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

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

**AGENDA FOR AN ORDINARY MEETING OF THE CITY DEVELOPMENT COMMITTEE
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,
WAITAKERE CITY, ON MONDAY, 9 SEPTEMBER 2002
COMMENCING AT 9.30 AM.**

TABLE OF CONTENTS

<u>ITEM</u>		<u>PAGE NO.</u>
1	APOLOGIES	1
2	URGENT BUSINESS	1
3	CONFIRMATION OF MINUTES	1
4	PRESENTATIONS	2
	A) TRAFFIC REPORT FOR THE FINANCIAL YEAR ENDING 30 JUNE 2002	2
	B) TE WHANAU O WAIPAREIRA TRUST	2
5	REGIONAL PASSENGER TRANSPORT BRANDING AND THEMING PROJECT	2
6	ESTABLISHMENT OF REGIONAL RAIL SUBSIDIARY	4
	PROCEDURAL MOTION TO EXCLUDE THE PUBLIC	4
7	RAIL DEVELOPMENT	5
8	WEST AUCKLAND DISTRICT COUNCIL OF SOCIAL SERVICES - FINAL 2001/2002 REPORT AND 2002/03 SERVICE AGREEMENT	7
9	RANUI ACTION PROJECT UPDATE	10
10	WAITAKERE SAFER COMMUNITY COUNCIL TRUST - ANNUAL BUSINESS PLAN 2002/2003	15
11	COMMUNITY HOUSES FINAL REPORT 2001/2002	16
12	WAIPAREIRA COMMUNITY HOUSE FUNDING OPTIONS	22
13	WAITAKERE CITY WORKERS EDUCATIONAL ASSOCIATION INCORPORATED FINAL REPORT 2001/2002	26
14	AUCKLAND REGIONAL AFFORDABLE HOUSING STRATEGY	28
15	COLLABORATIVE OPTIONS TO PROVIDE ADEQUATE HOUSING CHOICE FOR WAITAKERE CITY'S OLDER ADULTS.	33
16	GLEN EDEN LIBRARY - PROPOSED ELECTED MEMBERS WORKING PARTY	36
17	LINCOLN ROAD BUSINESS PARK MARKETING AND COMMUNICATION PLAN	39

18	NEW LYNN PROJECTS UPDATE	42
19	WAITAKERE ONLINE STRATEGY	47
20	UNDERGROUNDING OF POWER CABLES AND RELATED MATTERS	56
21	UNITED NETWORKS - OVERHEAD TO UNDERGROUND CONVERSION PROGRAMME	65
22	NOMINATION FOR THE AUCKLAND ENVIRONMENTAL BUSINESS ASSOCIATION BOARD	67
23	FILM AUCKLAND MEMORANDUM FOR CO-OPERATION	69
24	AUCKLAND REGIONAL SPORT AND PHYSICAL ACTIVITY STRATEGY	72
25	PROJECTS SPECIAL COMMITTEE	74

**AGENDA FOR AN ORDINARY MEETING OF THE CITY DEVELOPMENT COMMITTEE
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,
WAITAKERE CITY, ON MONDAY, 9 SEPTEMBER 2002
COMMENCING AT 9.30 AM.**

1 APOLOGIES



2 URGENT BUSINESS

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

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

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

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



3 CONFIRMATION OF MINUTES

Ordinary - Monday, 12 August 2002

RECOMMENDATION

That the minutes of the Ordinary Meeting of the City Development Committee held on Monday, 12 August 2002, as circulated, be taken as read and now be confirmed.



4 **PRESENTATIONS**

A) **TRAFFIC REPORT FOR THE FINANCIAL YEAR ENDING 30 JUNE 2002**

A1-A34

The traffic report for the financial year ending 30 June 2002 is attached at pages A1 to A4, has been received from the New Zealand Police. Superintendent Dick Trimble will attend the meeting to present the report.

B) **TE WHANAU O WAIPAREIRA TRUST**

Reginald Ratahi, representative of the Te Taumatū Runanga will make a presentation to the City Development Committee on Te Whanau O Waipareira activities.



5 **REGIONAL PASSENGER TRANSPORT BRANDING AND THEMING PROJECT**

PURPOSE OF THE REPORT

The purpose of this report is to introduce Auckland Regional Council staff and their consultants who are working on the regional passenger transport branding and theming project. They will give a presentation to the City Development Committee on current concepts.

BACKGROUND

Since May 2001 the Auckland Regional Council has been working with the region's councils to develop a consistent branding and theming for the passenger transport network. The vision was adopted for a seamless passenger transport system with an umbrella brand and station facilities providing a consistent design signature across all travel modes.

The overriding purpose of the project is to create a singular and easily recognisable identity for the transport network, to make it easier for people to find and use passenger transport. It consists of two major elements:

- theming - the architectural elements of stations, bus interchanges, ferry terminals;
- branding - the visual identity for all elements in the network, which can be incorporated into graphics, signage and information, marketing materials and eventually operators' vehicles, ticketing etc.

The project arose when the region identified the need for a single brand for the currently disjointed and confusing passenger transport network. A two-stage design competition was held, judged by a panel representing the Auckland Regional Council, local Councils, design and marketing professionals and transport operators. The brief was based on extensive consultation and market research and called for the designs to:

- reflect the essence of the Auckland region;
- be distinctive and easy to recognise;
- give consistent identity to stations and services on the network, while allowing for expression of local character and identity;
- have a range of modular designs that can be applied in a variety of situations;
- reflect customer expectations of a good transport system (reliable, safe etc.);
- be cost-effective, robust and easily maintained and replaced.

The winning design teams were commissioned to develop their components into manuals that can be used by the organisations developing, operating and maintaining the passenger transport infrastructure across the region:

- Sanders Design to develop the branding, including signage, information and way finding;
- Jasmax Architects, with Mario Madayag, to develop the theming.

There has been six months of development of concepts in consultation with officer representatives from each of the Cities and more recently with each of the project teams for current station projects. These are the Britomart Transport Centre, the North Shore Busway, the ferry terminal upgrades and Auckland Regional Transport Network Limited (ARTNL) rail station upgrades. This has enabled the design concepts to be tested for robustness along the way and ensure integration as new services and infrastructure are rolled out across the region.

Over September the concepts are being presented to the Auckland Regional Council, Auckland Regional Transport Network Limited and each of the Territorial Authorities for endorsement as part of the consultation process. The programme is for the concepts to be approved in October 2002 by the Regional Land Transport Committee, with the detailed guidelines released early December 2002.

The presentation was made to the Auckland Regional Transport Network Limiteds Board on 23 August 2002 who gave their support to the concepts.

RECOMMENDATION

That the information be received.

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



6 ESTABLISHMENT OF REGIONAL RAIL SUBSIDIARY

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

PROCEDURAL MOTION TO EXCLUDE THE PUBLIC

That the public be excluded from the following part of the proceedings of this meeting, namely Establishment of Regional Rail Subsidiary.

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

General subject of the matter to be considered.	Reason for passing this resolution in relation to the matter.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
<ul style="list-style-type: none"> Establishment of Regional Rail Subsidiary 	<p>The withholding of information is necessary in order to:</p> <ul style="list-style-type: none"> protect the privacy of natural persons, protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. 	<p>That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</p>

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

- Auckland Regional Transport Network Limited is negotiating the appointment of additional directors and it would prejudice their privacy if their names were made public prior to their appointment.*



7 **RAIL DEVELOPMENT**

PURPOSE OF THE REPORT

The purpose of this report is to:

- seek direction on current work on Ranui Station; and
- to gain endorsement for investigations into a walk/cycleway along the western rail corridor.

BACKGROUND

The development of the urban rail network has been identified as a key component of the Auckland region's transport strategy. Auckland Regional Transport Network Limited (ARTNL) is currently detailing how stations and the corridor will be developed so that they can begin construction. Council is working with Auckland Regional Transport Network Limited to do this.

The rail corridor is at an easy grade, wide enough along most of its length (within Waitakere) and links a significant number of Waitakere's town centres together. This provides Council with a unique opportunity to provide a dedicated walking and cycling facility that links town centres together.

STRATEGIC CONTEXT

Station location, development, and linkages are an important part of developing the rail network. Stations are the key interface between the rail corridor and town centres and communities. Their location and design is critical, in terms of the tone they set for the rail corridor and the way in which they interface with the town centre or community. Therefore, it is important that stations are sited in the best possible location and that design work be undertaken to a high standard.

ISSUES

Ranui/Henderson

A workshop was held on the 14 August 2002 to establish the direction of concept work for Henderson and Ranui Stations. The Deputy Mayor, Chairpersons of the Massey and Henderson Community Boards, and Ranui Action Project representatives attended this workshop.

It is Auckland Regional Transport Network Limited's intention to have Ranui Station as one of three signature stations in the region. Signature stations will be developed by July 2003 and provide the rest of the region with an example of what is to come. Due to the short time frames it was necessary to choose stations that did not have significant design issues. Henderson was initially identified as a possible signature station, however due to a number of design issues it will not be used. The City Development Committee has supported this approach. Henderson is not excluded from being developed in tandem if issues are resolved.

At Ranui the northern platform of the signature station will be developed by July 2003, with the southern platform being built when double tracking of the rail line through Ranui occurs.

A5 The current (marked as A) and proposed site (marked as B) for the Ranui Station are indicated on the map attached at page A5. It is not possible to retain the station in its current location, as there is insufficient land to the north of the line for a station platform. Therefore it will be necessary to move the station eastward towards Metcalfe Road.

The preferred new location has a number of advantages and the Ranui Action Project supports the location. Advantages of this site include:

- providing better connectivity along Ranui Station Road and across to Pooks Road and beyond;
- providing a community space associated with station including the opportunity to develop a toilet and café.

During the workshop an opportunity of providing a café at Ranui Station was discussed. This idea has community support and could add value in terms of rail use and community development. At this stage there is unlikely to be sufficient land within the rail corridor to provide for such a facility. It is suggested that officers investigate land purchases near the station. There is no budget allocated for land purchase in Ranui, and any decision to buy land may require budget reallocation within Strategic Projects. This will need to be addressed at the six-monthly budget review.

Rail Corridor Cycleway

Officers are investigating the option to provide a cycle/walkway along the rail corridor from Swanson to New Lynn. There have been several sections identified where the corridor will not be able to cater for both the double tracking and cycle/walkway. At these points an alternative route will be found along road reserves.

It is intended to bring this work up to speed with the double tracking project and align them together, ideally both being built at the same time. It is intended that the majority of the funding for the cycle/walk way will be sought through Infrastructure Auckland.

RESOURCES

There is no budget allocated for land purchase in Ranui. Any decision to buy land may require budget reallocation within Strategic Projects. This will need to be addressed during the six-monthly budget review.

CONCLUSION

During a workshop that looked at Ranui and Henderson Stations an opportunity of providing a café at Ranui Station was discussed. At this stage there is unlikely to be sufficient land for a café and it is suggested that officers investigate land purchases near the station.

Officers are continuing to investigate a cycle/walkway along the rail corridor. It is intended to align the project with the double tracking project, ideally both being built at the same time. It is intended that the majority of the funding for the cycle/walk way will be sought through Infrastructure Auckland.

RECOMMENDATIONS

1. That the information be received.
2. That the City Development Committee endorse investigations for providing a café at Ranui Station and that any land purchase issues be brought back for further consideration.

3. That the City Development Committee endorse the development of a walk/cycleway down the rail corridor and that Infrastructure Auckland funding is sought.

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



8 WEST AUCKLAND DISTRICT COUNCIL OF SOCIAL SERVICES - FINAL 2001/2002 REPORT AND 2002/03 SERVICE AGREEMENT

PURPOSE OF THE REPORT

This report presents the final report on activities for the 2001/2002 year in accordance with the requirements under Council's Service and Funding Agreement with West Auckland District Council of Social Services (WADCOSS). It also seeks approval for the services recommended to be included in the 2002/2003 service agreement.

BACKGROUND

In the 2001/2002 Annual Budget Council approved \$40,000 to be applied to a service agreement with WADCOSS. The service agreement subsequently negotiated required a range of services to be provided. These were based on the following resolution of the Community Facilities and Recreation Committee:

"That the services as outlined in the report:

- *Community Resource Centre Operation*
- *Voluntary Sector Support*
- *New Migrants Advisory Project*
- *Coordination of the Community Wellbeing Network*
- *Coordination of Voluntary Sector Input to the Economic Development Strategy*

be approved for the 2001/2002 Service Agreement with WADCOSS".

2219/2001

A6-A14 In accordance with the reporting requirements the final report is attached at pages A6 to A14. The report includes both formal reports against performance measures and commentary on activities.

The Chairperson, Dorothy McGray, and Liaison Worker, Sally Clarkson, will be present to answer questions. Council's representative on the WADCOSS executive, Councillor Nash, may also wish to comment.

STRATEGIC CONTEXT

Council's partnership with WADCOSS is in keeping with its facilitative role in relation to City Wellbeing and support for community led initiatives in the area of social development. In addition the partnership serves to strengthen the community sector and its ability to engage in decision making.

ISSUES

Community Resource Centre Operation

The Resource Centre has continued to be an important asset for the voluntary sector in Waitakere. Nine organisations, including WADCOSS, have maintained offices in the Centre during the year. Use of the meeting room has continued to increase with weekdays often fully booked by community groups for functions and meetings.

WADCOSS has convened a community steering group to consider the accommodation needs of the social services sector in the context of the Henderson Town Centre Revitalisation Project and the development of the new hospital. WADCOSS coordinated an update survey of the sector's needs and convened a public forum to report the results. The steering group continues to meet in liaison with Council staff responsible for the Henderson project.

Voluntary Sector Support

WADCOSS has a current membership of 103 organisations and individuals; a membership drive is currently in progress using an updated brochure.

The bi-monthly newsletter has wide distribution and remains an important vehicle for promoting services, advertising training opportunities and raising current issues relevant to the social services sector.

Other activities during the year have included the joint organisation with Council of the Volunteers' Picnic during Volunteer Awareness Week, submissions to Council's Annual Plan, coordination of the community consultation forum on 'He Waka Kotuia' (the work of the Community and Government Relationships Steering Group), convening a peer supervision group for community based project coordinators and assisting new groups in their establishment phase. WADCOSS has also played an important leadership role within the network of Auckland Regional Council's of Social Services.

Government is currently considering the final report of the Community and Government Relationships Steering Group, which was chaired by Dorothy Wilson. Although the government has not yet released this report it is anticipated that given the previous report, 'Communities and Government - Potential for Partnership Whakatapu Whakaaro', there will be a major emphasis on facilitating the strengthening of an independent and viable community sector. WADCOSS is well placed as an established umbrella group to further develop as an organisation that can assist in building the capacity of individual organisations and effectively represent the sector in collaborative initiatives with central and local government.

New Migrant Advisory Project

WADCOSS convened a forum in April to consider how to respond to the needs of migrants and refugees in the city; this was to include consideration of appropriate ongoing advisory and advocacy processes for migrant and refugee communities. As migrant communities themselves were not well represented at this forum it was decided to form a steering group involving migrant community representatives and the Ministry of Ethnic Affairs to organise a further forum; this is scheduled for September. A report will be provided to Council after this forum.

Co-ordination of the Waitakere Community Wellbeing Network

WADCOSS has taken over the administration of the Community Wellbeing Network from Council during the year; this involves maintaining the membership database, preparation of agendas, minute taking and their distribution. Council staff have continued to support WADCOSS staff in this transition phase.

This change is important as it represents a clear shift to community ownership of the Wellbeing Network process. The Wellbeing Network continues to meet on a bi-monthly basis with 14 individual networks represented. The Network hosted the Collaboration Forum earlier in the year in conjunction with the Waitakere Intersector Group of government agencies.

Input to the Wellbeing Process and the Economic Development Strategy

WADCOSS staff played very significant roles in the organisation of the Prime Minister's Social Development Forum and the Waitakere City Collaboration Forum. WADCOSS has continued to play an important role in the ongoing development of the Wellbeing process, particularly through participation in the Collaboration Strategy Group (a three way partnership of government agencies, council and the community sector) and its various working parties. The maintenance of this role has become a significant commitment in the workload for the Liaison Worker.

There is a heavy reliance on WADCOSS to effectively represent the social services sector in a variety of forums related to collaborative initiatives.

Input into the Economic Development Strategy has been limited to the chairperson's participation in the Local Employment Committee. It is expected that linkages between economic and social development initiatives will be strengthened in the next stage of the Wellbeing process.

2002/2003 Service Agreement

Preliminary discussions have been held on the range of services to be included in the 2002/2003 agreement and the following priorities are submitted for the Committee's approval:

- administration of the Waitakere Community Resource Centre: outputs would be similar to previous years and include the convening of the steering group considering future accommodation options;
- voluntary Sector Support: this would include ongoing publication of the newsletter, convening of regular forums and support for emerging groups. As indicated above this area of work will potentially expand given the government's commitment to strengthening the voluntary sector;
- co-ordination of the Waitakere Community Wellbeing Network : this will cover ongoing administrative support for the Network including agenda setting and minute taking and distribution;
- co-ordination of Voluntary Sector Input to the Wellbeing Process: this will be a major time commitment involving ongoing participation in the Collaboration Strategy Group and its working parties and relevant work programmes of the Local Employment Committee;
- new Migrants Services: the output expected would be limited to a report from the planned September forum. This report will assist in informing Council's future policies in relation to migrant services in the city.

RESOURCES

Council has allocated \$40,000 in the 2002/2003 Annual Plan to fund a further service agreement with WADCOSS.

CONCLUSION

The final report of WADCOSS for the 2001/2002 financial year is presented. Most targets were exceeded with the exception of the new migrant advisory project. As noted changing circumstances during the year have meant that WADCOSS has needed to commit more time to processes which emerged from the Collaboration Forum, in particular the Collaboration Strategy Group and the further development of the Wellbeing process.

The draft priorities for 2002/2003 are also presented for the Committee's comment and approval.

RECOMMENDATIONS

1. That the information be received.
2. That the services as outlined in the agenda report:
 - administration of the Waitakere Community Resource Centre;
 - voluntary Sector Support;
 - co-ordination of the Waitakere Community Wellbeing Network;
 - co-ordination of Voluntary Sector input to the Wellbeing Process;
 - new Migrant Services Forum;

be approved for inclusion in the 2002/2003 Service Agreement with WADCOSS.

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



9 RANUI ACTION PROJECT UPDATE

PURPOSE OF THE REPORT

This report introduces an update on progress with the Ranui Action Project (RAP) since the last report to the Community Facilities and Recreation Committee in August 2001. It also seeks to highlight some key learning's from the process to date.

BACKGROUND

The Ranui Action Project is a three-year pilot project aimed at improving health and wellbeing outcomes for the Ranui community and exploring the impact of devolving significant funding to a local community. The Ministry of Health (Health Action Zone funding) and the Department of Child Youth and Family (Stronger Communities Action Fund) are jointly resourcing this initiative, which is based on a community development model of 'bottom up' decision-making. The pilot is being externally evaluated throughout its development.

Council has had a key role in supporting the establishment of the Project in the context of a community development and empowerment model. While Council is currently the fund holder and employer, the Ranui Action Project Society is the decision-making body in respect of all strategic and operational issues.

Councillor Nash is the Massey Community Board representative and Councillor Fenton the Council representative to the Ranui Action Project Society.

A15-A20 A report prepared by Diane Jennings, Project Manager, is attached at pages A15 to A20.

Councillors have previously received a copy of the completed Ranui Action Project Plan.

Diane Jennings, Project Manager, and Kim Conway, Community Action Researcher from The Centre for Social and Health Outcomes Research and Evaluation, will be in attendance to give brief presentations and answer questions.

STRATEGIC CONTEXT

Current government policy is to explore various mechanisms for devolution of funding to local communities. The Ranui Action Project is one of seven sites chosen nationally as pilots for the Stronger Communities Action Fund. Government objectives for the pilot include:

- increased community ownership of decision-making
- enhance community participation in local social services
- increased social cohesion
- a more accurate assessment of local needs

Further, the Community and Government Relationships Steering Group chaired by Dorothy Wilson included a work stream entitled "Improving Resourcing and Accountability Arrangements"; this involved "developing and promoting a range of integrated funding approaches including 'joined up' funding and 'lead funder' initiatives". The Ranui Action Project is in the vanguard of such developments.

Council's role in the Ranui Action Project is in keeping with its facilitative role in relation to City Wellbeing and its support for community led initiatives in the area of social development.

ISSUES

As outlined in Diane Jennings report significant milestones reached in the last year include:

- developing a Ranui community profile;
- creating a community vision for Ranui by means of a 'Futures Festival';
- establishing RAP as an incorporated society and election of office holders;
- completion of the RAP Action Plan.

The completion and approval of the Action Plan in June this year signalled the end of the development period and the beginning of the major implementation phase of the Ranui Action Project.

Council Role

Council staff have continued to play a significant support and advocacy role with the project during the year. The nature of the relationship has changed, however, with the adoption of a governance structure and election of a RAP Committee; the coordinator now has a clear internal process to address planning and governance issues.

As part of managing the transition to independence the RAP Committee have requested Council management to maintain the employment role for a further year. This recognises the fact that establishing an independent personnel infrastructure is a major undertaking and a lower immediate priority in relation to implementing the range of activities contained in the Action Plan.

Council also retains the fund holder role in the interim; funds are disbursed to the local treasurer as required for local operational expenses and funding of grants for small-scale projects known as 'Go Now' Projects. The respective responsibilities of Council, the RAP Society and the Department of Child Youth and Family will be renegotiated in the context of a new Ranui Site agreement over the next two months.

Policy developed in association with the new constitution provides for a Council representative to participate in the RAP Committee in an advisory capacity.

Links with Key Council Programmes

Locality initiatives such as the Ranui Action Project provide a vehicle for more effective engagement of Council with community in the development of new policies and projects. An example of how a Council programme has gained added value through working alongside RAP is outlined below:

Ranui Revitalisation Programme

The revitalisation process began for Ranui in late 1999, when a community planning exercise identified Ranui residents' vision for their community. This vision included aspirations such as:

- 'a community "heart" at the upgraded Community Centre/Library';
- 'an enhanced railway station';
- 'a safer Ranui Domain', and;
- 'slower traffic through Ranui Village'.

These aspirations have been strongly re-enforced by the Ranui Action Project in subsequent visioning exercises.

Stage 1 of the Council's response involved building a new community house and library on the corner of Swanson Road and Ranui Station Road. This new facility opened in 2001 and is already one of the highest used facilities in the City.

Stage 2 of the Ranui programme was completed in July 2002, and is a response to the community request for 'slower traffic through Ranui Village'. The Ranui Action Project was instrumental in assisting with community consultation that resulted in a number of changes to the concept design.

Stage 3 of the Ranui upgrade will occur next year and will focus on the area around the rail station and Ranui Domain. The Ranui Action Project has already been included in concept design meetings involving Auckland Regional Transport Network Limited, Waitakere City Council, and the design consultants.

Key Learnings

The Ranui Action Project is a unique model in the New Zealand context; there have already been a number of key learning's that will be relevant when Council considers its role in relation to future initiatives in other localities and priorities under the proposed Strong Communities and Active Democracy strategic outcomes.

Local Leadership: The value of training and upskilling local leaders in the initial stages has been critical to the long-term sustainability of the local development process in Ranui. Training was provided for leaders to facilitate the visioning process; further training has also been provided for people leading the small-scale 'Go Now' projects. In addition the governance structure and associated policies were developed in an inclusive way, with the assistance of an outside facilitator, ensuring that the final structure reflected the core set of values and collective vision of the local leadership.

Visions: Starting with people's visions and dreams for their locality, rather than the problems, allowed for more people to participate and have their input. The collective vision has remained as an ongoing motivational factor throughout the process.

Celebration: Important elements in the success of the project thus far have been fun and celebration. RAP has organised opportunities for people to celebrate their Ranui identity and their achievements; this has contributed to a growing sense of confidence among those associated with the project.

Momentum: Momentum was maintained through involving people in some short-term small-scale projects, 'Go Now' projects involving funding up to \$1,000, while the bigger developmental issues were being worked through. These projects were also an opportunity to develop and enhance the leadership skills of project leaders; they have also assisted the RAP Committee to prepare robust processes for the larger funding allocations in the future.

Council Services Development and Delivery: The development of RAP has provided an additional advantage to Council as a reliable consultative and planning mechanism ensuring Council's own services in the area meet local needs more effectively.

Leverage: Projects such as RAP allow leverage for Council, government agencies and non-profit providers to more effectively engage with communities; it has been easier for them to link with, and add value to, a local collaborative process that already has momentum. RAP convened a forum with government agencies in October 2001 to present the outcomes of the Futures Festival; this has resulted in a number of ongoing partnerships. An example of a partnership with a non-profit initiative has been with Violence Free Waitakere - a successful 'Violence Free' workshop was held over the weekend of 24/25 August.

The credibility of the local process has meant that RAP has been able to access additional outside funding for specific initiatives e.g. Community Employment Group funding for the 'Clickt' computer room operated in partnership with the Ranui Community Centre and Library and a Lottery grant for capacity building in the Pacific Focus Group.

External Participative Evaluation: The participation of the evaluation team, Kim Conway and Jeff Adams, from the start of the project has been invaluable; their involvement has enabled ongoing evaluation to further inform the development of the RAP process.

Realistic Timeframes: Effective and sustainable community development is a long-term process. Significant time had to be allowed for developing relationships with key people in the community and enrolling agencies and providers as 'vision partners'.

Seeking Sustainability: The Ministry of Health has indicated that their funding, currently amounting to \$75,000pa will continue beyond the initial three-year period; this funding covers salary for the coordinator and associated administrative costs. In addition RAP is giving a priority to the economic development section of the Action Plan; this is beginning in a small way with the inaugural Ranui Market Day on 31 August. In the long term there are ideas of establishing a community business to ensure ongoing income for the project.

Council Advisory/Support Role: The role of Council staff in advocating for this project and supporting its development to this stage has been crucial. The ongoing support/advisory role and Council stakeholder role should ideally be taken up by a locality focussed community advisor or facilitator. It would be very difficult to replicate a 'Ranui type' process in other areas without a staff resource dedicated to the community development/advisory role.

RESOURCES

Current commitments to the Ranui Action Project can be sustained within existing resource allocations.

CONCLUSION

The Ranui Action Project is moving to its implementation phase with the completion of the Ranui Action Plan, the registration as an Incorporated Society and election of office holders. The future role of Council in relation to RAP will be the subject of negotiation as part of the renewal of the Ranui Site Agreement.

The accompanying report from Diane Jennings details the progress achieved so far and the challenges remaining for RAP.

There have been significant learning's from the RAP project to date, which can inform debate about the Council's future role in relation to strengthening communities.

RECOMMENDATION

That the information be received.

Report prepared by: Tony Rea, Partnerships and Advocacy Leader: Wellbeing and Steve Wilcox, Project Manager: Revitalisation.



10 **WAITAKERE SAFER COMMUNITY COUNCIL TRUST - ANNUAL BUSINESS PLAN 2002/2003**

PURPOSE OF THE REPORT

The purpose of this report is to seek the approval of the City Development Committee for the 2002/2003 Annual Business Plan of the Waitakere Safer Community Council Trust, to be used as the basis of the Service Agreement between Council and the Trust.

A21-A32

The Annual Business Plan is attached at pages A21 to A32. The Chairperson of the Waitakere Safer Community Council (Cr Penny Hulse) and its Co-ordinator (Ngaroimata Reid) will present the Plan.

BACKGROUND

Council is the sponsor of Waitakere Safer Community Council under the terms of an annually renewed agreement with the Crime Prevention Unit of the Department of Justice. The Unit provides \$65,000 (GST inclusive) pa for the Waitakere Safer Community Council's operations and projects.

Council in turn provides a further \$35,600 plus GST pa, with accountability provided by way of a Service Agreement. The Annual Business Plan, a requirement of the CPU, also serves as the schedule to Council's Service Agreement. The Annual Report for the 2001/2002 Plan was presented to the Committee in August. Council agreement to the Annual Business Plan is therefore required before the Service Agreement can be negotiated.

STRATEGIC CONTEXT

Council has a long standing commitment to community safety. The City is an accredited 'Safe City'. In its Annual Plan Council provided co-ordination funding for Safe Waitakere, of which Waitakere Safer Community Council is a constituent organisation.

ISSUES

Safer Community Council Model

The 2002/2003 Annual Business Plan is a detailed document with an emphasis on process issues which illustrate the complexity of the model in operation. As part of its response to the Plan, the Committee may wish to raise the issue with Waitakere Safer Community Council, as to how the model might be simplified to assist a shift in emphasis from internal processes to active crime prevention project work.

It is understood that at a national level, a review has been undertaken. However, at time of writing, the results of the review are not available.

Effective Crime Prevention Partnerships

Goal 2 of the Plan is the goal most focussed on establishing and implementing specifically targeted crime prevention initiatives. This approach is supported.

It has to be noted that at this point there are no timeframes included in the Plan. Waitakere Safer Community Council will be developing those, and it is suggested Council reinforce the necessity of completion of project stages within specified timeframes. It is recommended that a further report on Goal 2 be sought from Waitakere Safer Community Council.

Injuries to Children

The one initiative with specific timeframes for target completion is strategies aimed at reducing injuries to children brought about by violence in the home. This goal is in line with Council's suggestion to the Waitakere Safer Community Council that Family Violence be made a priority.

RESOURCES

Council has allocated \$35,600 plus GST in the Annual Plan for funding for the Waitakere Safer Community Council.

CONCLUSION

The Annual Business Plan 2002/2003 of the Waitakere Safer Community Council is presented for Councillors comment.

The general direction of the Plan is supported, with the proviso that Waitakere Safer Community Council be asked to further report on the timeframe for implementation of specifically targeted crime prevention initiatives in Goal 2.

RECOMMENDATIONS

1. That the information be received.
2. That the 2002/2003 Annual Business Plan of the Waitakere Safer Community Council Trust be approved as the basis for the 2002/2003 Service Agreement.
3. That the Waitakere Safer Community Council Trust be asked to further report as soon as practicable on progress in identifying and implementing specifically targeted crime prevention initiatives.

Report prepared by: Tony Mayow, Partnerships and Advocacy Manager.



11 COMMUNITY HOUSES FINAL REPORT 2001/2002

PURPOSE OF THE REPORT

The purpose of this report is to provide the City Development Committee with information on the performance of the Community Houses that Council has had funding agreements with during the 2001/2002 financial year.

BACKGROUND

Community Houses meet the needs of their local communities by assessing community need and providing relevant services. This includes programming activities and facilitating use by community service groups and private hirers. Community Houses are also used as drop-in centres for local residents and have a role in providing community information and education through a range of classes and activities.

A volunteer Management Committee comprised primarily of local residents manages each Community House. Council's funding agreement is with the Management Committee and this funding enables a part time co-ordinator to be employed. The Management Committee is accountable to Council for ensuring that the services contracted for in the funding agreement are delivered in accordance with agreed performance targets.

The general objectives of Community Houses are to:

- enhance community well-being and the quality of life in neighbourhood communities;
- work in a partnership model with Council, volunteers, community groups and individuals in order to improve community life;
- respond to community wishes and needs proactively;
- provide services and activities relevant to the local community;
- provide opportunities for people to fully participate in leisure and community life;
- encourage the community's "sense of ownership" of Community Houses and their services and activities.

STRATEGIC CONTEXT

In February 1998, Council adopted the recommendations of the Community Houses Review and resolved to continue to support Community Houses given the community benefits that they provide. Community Houses are central to local neighbourhoods and play a vital role in promoting a sense of well-being and belonging. They contribute to Council's Well-being and Urban Village strategic and policy objectives by helping provide networks of appropriate and accessible public buildings as key community focal points and through a wide range of low cost, low impact community activities.

ISSUES

In the past financial year, Council provided funding to seven Community Houses through individually negotiated service agreements. Each Community House has received different levels of funding based on the services they provide and the hours of opening. There has historically been a degree of inequity in funding levels between the Community Houses; however, this has largely been addressed in the 2002/2003 financial year, with an increase in funding for most Community Houses.

Currently five Community Houses are situated in premises owned by Council. The Massey Community House, which has been located in non-Council owned premises has recently been given the use of the old Council owned Massey library building and will be relocating in October 2002.

Waipareira Community House received a first instalment of funding for the period of June 2001 to December 2001 but did not receive their second instalment of funding due to performance issues. Funding has not been allocated to Waipareira Community House in the 2002/2003 financial year and a working party has been established to explore other options for meeting community needs in the Henderson Valley area. This decision was endorsed by the City Development Committee on 13 May 2002 when the Committee resolved that:

"Council endorse the formation of a working party to explore needs and options in the Henderson Valley area"

1012/2002

A separate report on the recommendations of the working party will be presented to this Committee.

Statistical information relating to the performance of Waipareira Community House is not included in this report as it is unavailable.

Performance and Achievement

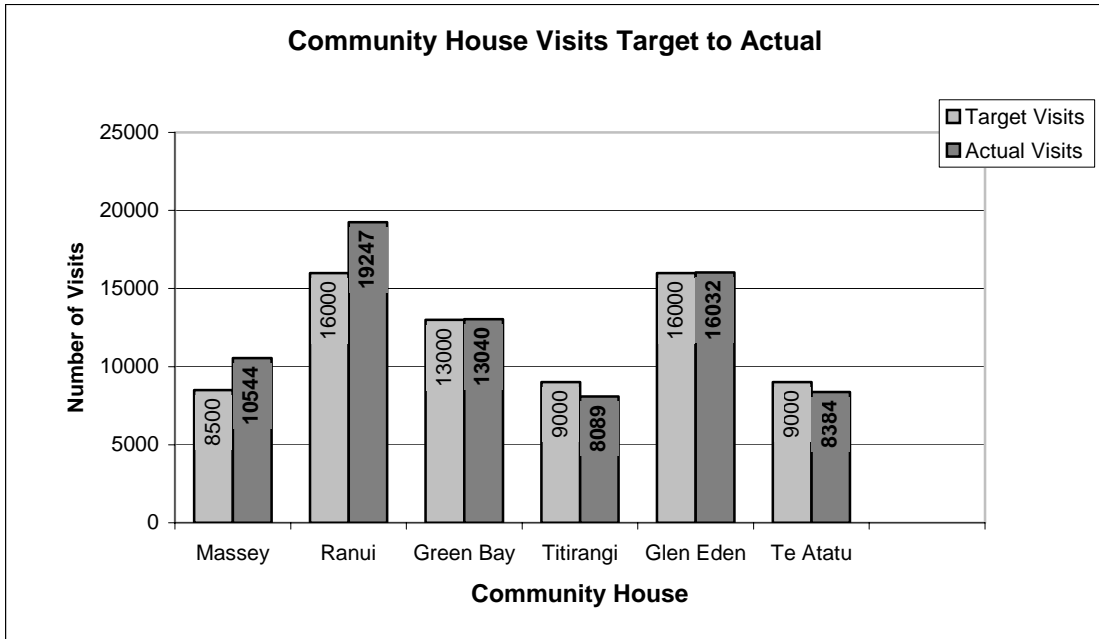
Performance targets for each Community House are individually set and are dependent on House size, socio-economic factors, location, and levels of community involvement with the House. Funding agreements are monitored by a Council representative through written reports and regular meetings with House co-ordinators and Management Committees. Performance targets are negotiated each year and aim to reflect realistic usage and activity within each of the Houses. They have to be flexible in order to allow for changing community trends and are reset to reflect the actual usage of the House each year.

There is a growing standard of professionalism and accountability on the part of Community Houses. This is reflected in the provision of business, and health and safety plans, and increased skills in surveying user groups and evaluating their programmes. Enhanced opportunities for training and improved access to community education opportunities have helped the Community Houses to become more professional in their operation.

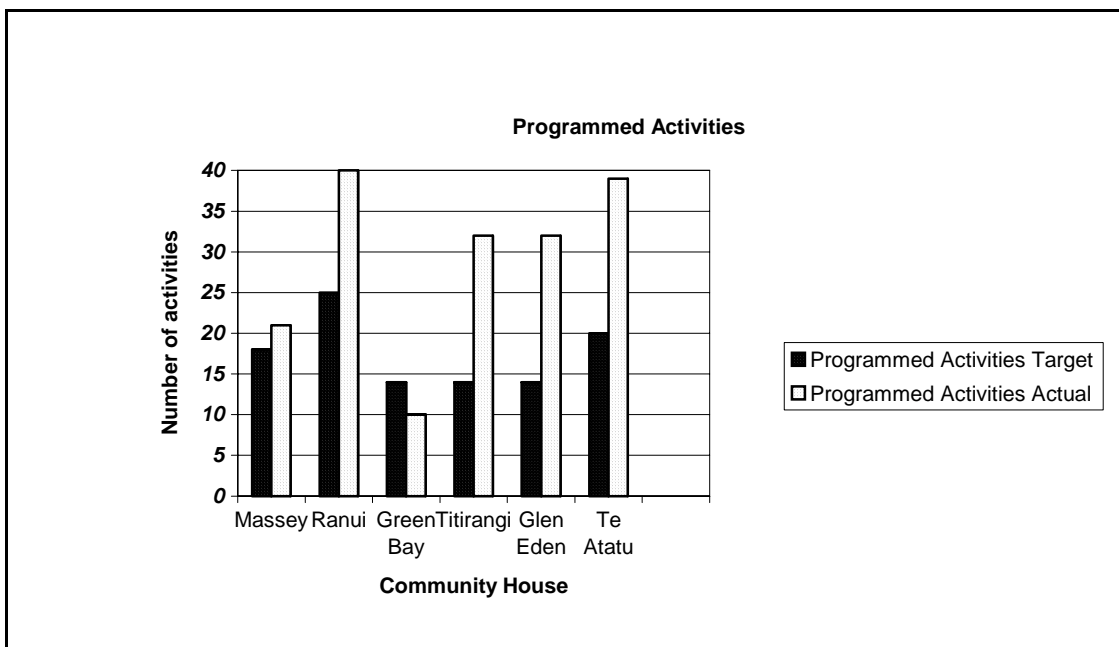
All Community Houses except Waipareira met the following generic performance targets in the funding agreements in the 2001/2002 financial year:

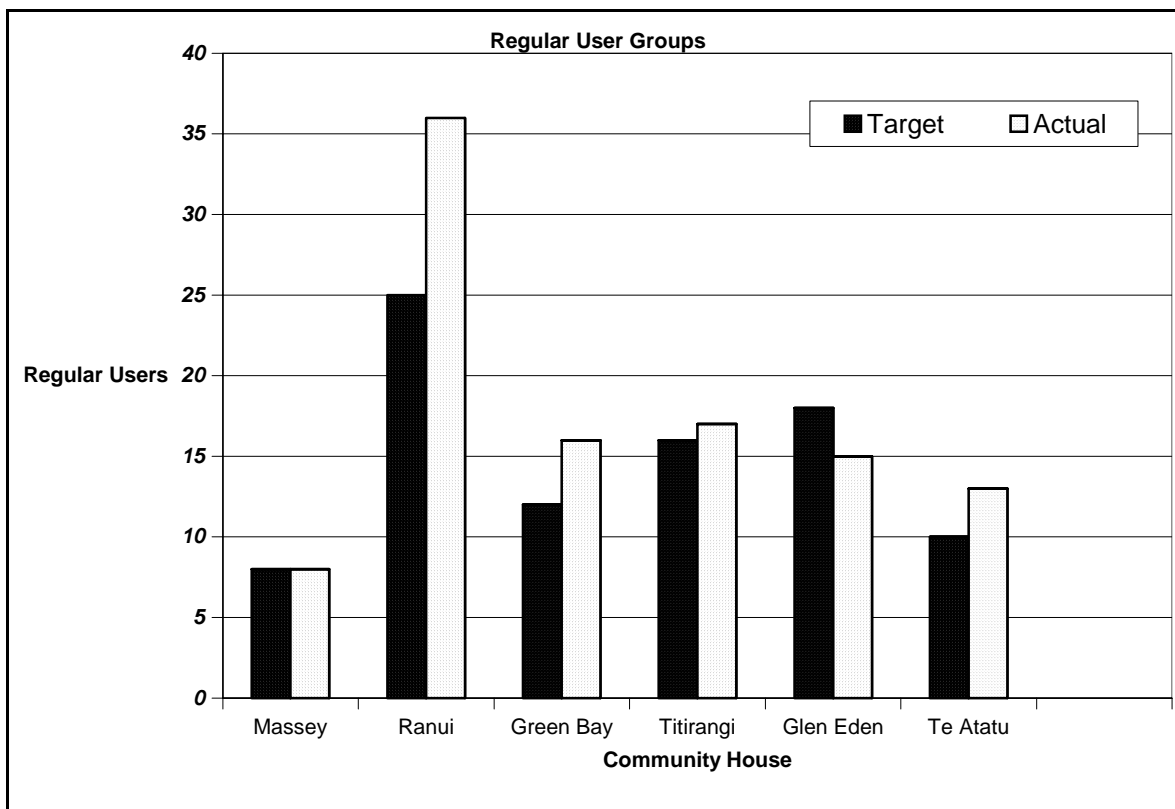
- budgets and financial statements submitted;
- business plan received;
- acknowledgement of Council support on promotional material;
- Health and Safety Plans in place or in process of being developed;
- staff attended at least 75% of collective meetings and training organised by Waitakere Workers Education Association;
- compliance with adequate publicity regarding House activities;
- opening hours adhered to;
- reporting requirements met.

Most Community Houses met or exceeded their individual performance targets regarding numbers of visitors, numbers of user groups and numbers of programmed activities. The following graphs show targets and actual numbers for annual usage of the Community Houses. These should be viewed as a benchmark and are only one indicator of a House's success.



The total number of visits to Community Houses in Waitakere City for the 2001/2002 year was 75,336. This is similar to last year's visitor numbers of 75,823 (which also did not include Waipareira Community House statistics). A total of 174 programmed activities were carried out, and 109 user groups in addition to the programmed activities accessed the Houses. It should be noted that the House size, socio-economic area, and House capacity are important factors determining usage and therefore comparisons should not be drawn between the individual Houses.





Summary Details for each House:

Massey Community House

Has met all performance targets and successfully completed 21 programmed activities. The House will relocate to the old Council owned Massey Library building on Don Buck Road in October 2002. The new site and increased size of the building will enable the House to be used for a much broader range of activities than previously. Planning for the new building includes incorporating Plunket, Family Planning and multicultural services. They have received increased funding in the 2002/2003 financial year to extend hours and activities and they are intending to focus particularly on services for youth and on building partnerships with youth organisations from the new premises.

Ranui Community House

Continues to be Waitakere City's busiest House well exceeding all performance targets. The Community House which is located alongside the Library and the Ranui Action Project is the focal point of the Ranui community and attracts many regular groups and activities as well as "drop-in" clients requesting local information.

Green Bay Community House

Exceeded the targeted number of user groups and achieved the target number of visitors but did not reach the target of 14 programmed activities. Some of the programmed classes had to be cancelled due to lack of enrolments. Green Bay has been receiving significantly less funding than the other Community Houses and has been somewhat hampered in the advertising and promotion of their activities. An increase in funding has been granted in the 2002/2003 financial year and it is anticipated that they will be better able to target community need and promote activities.

Titirangi Community House

Exceeded targets for programmed activities and user groups and has settled well into their new premises. They have been granted an increase in funding in the 2002/2003 financial year and plan to take advantage of the new building by opening longer hours and offering a wider range of activities. They also plan to offer school holiday programmes as well as other activities for children and young people.

Glen Eden Community House

Exceeded all targets for user groups, programmed activities and numbers of visits. This is in marked contrast to the previous financial year where no targets were met. The employment of a professional community worker and an active Management Committee has shown a healthy upturn of activity. They have had particular success with their school holiday and after school care programmes as well as a number of other new programmed activities.

Te Atatu Community House

Exceeded performance targets in relation to activities and user groups with 39 successful programmed activities in 2001/2002. User numbers were slightly below target because of the amount of co-ordinator time that was needed to be spent managing the renovations of the brick building on Kaumatua Reserve. The renovations are now complete and the building is being used for classes and meetings. The House continues to provide a large range of community education and learning opportunities and has received increased funding in the current financial year to enable it to expand its services and open longer hours.

RESOURCING

In 2001/2002, Council provided financial support via funding agreements totalling \$136,417 for the Community Houses. Five Community Houses are located in Council owned premises and Council is responsible for the maintenance and renewal of these five community houses.

Council staff provide information and advice to Community House co-ordinators and Management Committees and also have a role in monitoring the funding agreements.

The Waitakere Workers Education Association also forms part of Council's support to Community Houses. Council grants \$8,350 to the Waitakere Workers Education Association to provide support and training for Community House co-ordinators and Management Committees. A separate report on the Waitakere Workers Education Association will be presented to this Committee at this meeting.

CONCLUSION

Community Houses continue to provide a valuable service to local neighbourhoods and are cost effective in their service provision. Funding agreements with the Houses are based on measurable performance, which is easily monitored. The overall use of the Houses has increased from year to year and Houses continue to show an improved ability to meet community needs by programming appropriately.

RECOMMENDATION

That the information be received.

Report prepared by Sue Dodds, Project Leader Community Resources.



12 WAIPAREIRA COMMUNITY HOUSE FUNDING OPTIONS

PURPOSE OF THE REPORT

The purpose of this report is to provide the City Development Committee with information on the progress to date of the working party established to explore options for the provision of Community House services in the Border Road and Henderson South areas.

BACKGROUND

The second instalment of Council funding for the 2001/2002 financial year to Waipareira Community House was suspended by Council officers following a long history of failure to meet performance standards and contractual obligations by the House.

A report was presented to the City Development Committee on 13 May 2002 that outlined some of the difficulties experienced with the House and asked the Committee to endorse the decision to discontinue funding. The report also suggested that there were significant unmet community needs in the Border Road/Henderson South area and recommended that a working party be established to assess the various options for the ongoing provision of services.

The Committee resolved that;

“Council endorse the formation of a working party to explore needs and options in the Henderson Valley area.”

1012/2002

The working party comprised:

Councillor Denise Yates	-	Waitakere City Council representative
Diane Goodley	-	Waitakere Community Board representative
Christine Sheppard	-	Waitakere Community Board representative
Bill Postlewaight	-	Henderson Community Board representative
Dorothy McGray	-	Workers Educational Association
Viv Jones	-	Barnados
Ian Burnell	-	Bruce McLaren Intermediate School
David Crickner	-	Bruce McLaren Intermediate School
Sue Dodds	-	Waitakere City Council staff

STRATEGIC CONTEXT

In the Community Houses Review (adopted February 1998) Council resolved to continue to provide support for Community Houses due to the community benefits they provide and their contribution to Council's strategic objectives. The Community Houses Review also recommended *“If a decision is made to discontinue funding to any Community House, the option of redirecting that funding into similar services in the same area should be considered, taking into account the needs in the area and the other services nearby.”*

ISSUES

There is currently \$17,000 in the 2002/2003 Annual Plan targeted for the provision of Community House services in the Border Road and Henderson South areas. A primary objective of the working party was to identify how this grant could be best directed to meet local community needs.

To do this the working party used a process that involved:

- an examination of needs within the community utilising demographic data;
- past community surveys and needs analysis;
- local knowledge by the members of the working party.

The working party also identified:

- existing services and activities;
- ways of extending and strengthening these services.

The working party agreed that the Henderson South area is one of the most disadvantaged communities in Waitakere City in terms of socio-economic status and access to services. Services and activities are almost non-existent. There is currently a significant unmet need for youth activities, holiday and after school programmes for young people and pre-school programmes. There is also a need to provide support and activities for parents, particularly single parents, such as drop in facilities, training and education and advocacy services. As there are a very high proportion of Pacific Island people in the area as well as a significant migrant population, it is important that classes, activities and services are tailored to meet the needs of a diverse range of people.

It was clear to the working party that Henderson South is a community desperately in need of the type of services commonly offered by a Community House. A member of the Waipareira Community House Trust confirmed this, saying that as a result of her experience working and living in the community, she felt there was in fact a need for three Community Houses in the area.

Typically, Community Houses run programmes, activities and classes on a variety of topics such as nutrition, parenting skills, language classes, health and fitness, obtaining a drivers licence, weaving, self-esteem and anything else there is a need for in the community. They co-ordinate and run after school and holiday programmes, provide a meeting place and facility for pre-school groups and assist individuals with information, advocacy and advice. If well run and tuned in to community needs they have the potential to be the "hub" of the neighbourhood.

The working party canvassed a number of options for service delivery looking at issues such as how community needs could best be met with the limited resources available, what are the priority sectors of the community, how do we maximise and build on existing services and facilities, what can realistically be delivered and how.

Working Party Options

The working party options for service delivery in the Border Road and Henderson South areas are outlined below.

Option 1 - Continue funding Waipareira Community House

In the past, Council has contracted with the Waipareira Community House to deliver a specified range and number of community based services. There has been little evidence that those services have been provided to a satisfactory standard and the working party do not recommend that Council continues to fund Waipareira Community House at this point in time.

Option 2 - Establish an alternative Community House

It would be premature at this stage to set up a new Community House. The working party has been informed that Waipareira Community House intends to continue operating with or without Council funding. As they are providing some services, it would not be appropriate to set up in competition or to undermine what they are providing. Ideally, additional services should complement and strengthen their work. It may be possible if option 4 is adopted, for the consultant to work with Waipareira Community House and improve their service provision. It may also be the case that a Community House would not be the most effective means of meeting community needs in this area. More work needs to be done exploring the alternatives in depth and this could be part of the role of the consultant. In any event, there is insufficient funding to set up a new Community House at this stage. The working party recommends that a new Community House not be set up in the short term.

Option 3 - Council retain the funds

This option is not recommended given the high level of existing unmet needs in the area and the paucity of established services. The working party felt that appropriate and targeted service provision would be of enormous benefit to the Henderson South community.

Option 4 - Fund a short term position

This is the option recommended by the working party. It is proposed that the funding be used to employ a part-time consultant with a community development background and expertise who could:

- work with existing service and facility providers in the Henderson South area providing classes and activities for adults and children;
- co-ordinate after school and holiday programmes;
- increase resources available for the community by encouraging outreach services of organisations such as Plunket, and the Citizens Advice Bureau into the area;
- provide a link between local schools and the community and assist in the promotion of a school and community partnerships;
- build relationships with all service providers and facilitate a co-ordinated approach to service provision and information sharing in the area;
- identify potential strengths and opportunities in the community and develop strategies for enhancing and promoting those strengths.

It is envisaged that the consultant could be contracted to Council for a fixed term with the contract being managed by Leisure Services. It is hoped that they would be able to form links with and work alongside Waipareira Community House and work closely with Bruce McLaren Intermediate School who are very keen to see their facilities used by the wider community for a range of activities.

Tentative arrangements have been made to locate the consultant in a community building owned by Barnados in Henderson South which will also be used to house other community organisations. There may be some nominal cost involved in leasing a room in this building.

It is anticipated that the consultant would report directly on contractual issues to Council staff responsible for monitoring the contract. Input regarding the scope of the work would be provided by an advisory group comprising some members of the working party along with additional representation from the Henderson South community as well as the Council Officer managing the contract. The appropriate Council Officer could report on the progress made in the position to the City Development Committee on a three monthly basis.

An important aspect of this position would be the opportunity to gather in-depth information about the community that could be used to plan further service provision once the eight month period of the contract has ended. The role would essentially involve enhancing and developing what is already there and identifying the potential and direction for the future.

RESOURCING

Funding of \$17,000 is available in the 2002/2003 Annual Plan to provide services in the Border Road and Henderson South areas. This money could be used to contract a consultant to deliver those services. The funding available would also have to cover the cost of renting office space in the vicinity, which is expected to be minimal. Staff resources are already provided for Community House and co-ordinator support within current work programmes.

CONCLUSION

The Border Road and Henderson South area is a community of significant need with very little in the way of services. The working party established to explore options for service delivery to this community have concluded that the provision of further Council funding to Waipareira Community House is not a viable option at this stage.

The working party believe that the best use of the funding available would be to contract a part time consultant with a community development background for an eight month period. This person would work alongside existing services and groups developing programmes and activities using facilities such as local schools and churches. They would be targeting children and youth as well as providing classes and support for parents, particularly single parents. It is a priority that services relevant to the large Pacific Island community be developed.

The consultant could be contracted to Council and would report on the contract to Council staff. They would also receive input from a community advisory group that would include a Council Officer who would then report progress back to this Committee. An important outcome at the end of the contract would be the availability of sufficient information to enable informed decisions to be made about future community service provision in this area.

RECOMMENDATIONS

1. That the information be received.
2. That the City Development Committee endorse the recommendation of the working party that funding targeted for Waipareira Community House to deliver services in Border Road be used to contract a consultant for an eight month period to provide services in Border Road and Henderson South and develop a plan for future service delivery.
4. That three monthly progress reports on the performance targets set for the consultant be provided to the City Development Committee.

Report prepared by: Sue Dodds, Project Leader, Community Resources.



13 **WAITAKERE CITY WORKERS EDUCATIONAL ASSOCIATION INCORPORATED
FINAL REPORT 2001/2002**

PURPOSE OF THE REPORT

The purpose of this item is to present to the City Development Committee the final report of the Waitakere City Workers Educational Association Incorporated on its performance of the funding agreement with Council in the 2001/2002 financial year.

BACKGROUND

Council granted funding of \$18,000 in 2001/2002 to the Waitakere City Workers Educational Association Incorporated to provide information about community education and adult literacy to the wider community and to provide support for Community Houses.

A primary focus of the funding agreement with Council is Waitakere City Workers Educational Association Incorporated's role in assisting the Community Houses with budgeting, business plans, advertising and promotion, governance and management issues. This work involves identifying and planning for the training needs of Community House staff and Management Committees. Council also supports the wider role of the Waitakere City Workers Educational Association Incorporated in the provision of community education, adult literacy and training opportunities to the community through this funding agreement.

STRATEGIC CONTEXT

The goal of Council's relationship with Waitakere City Workers Educational Association Incorporated is to promote community well-being in the City by strengthening community education networks and supporting Community Houses so that they can operate more effectively. In the Community Houses review (adopted February, 1998) Council resolved to continue to support Community Houses given the benefits they provide and their contribution to Council's strategic objectives.

SUMMARY OF PERFORMANCE

A33-A35 The Waitakere City Workers Educational Association Incorporated's final report to Council on their performance of the funding agreement is attached at pages A33 to A35.

A summary of this report is outlined below.

Waitakere City Workers Educational Association Incorporated's assistance to the Community Houses:

- training needs of House co-ordinators and Management Committee members were identified and a training plan was developed;
- training courses were facilitated and co-ordinated on a number of relevant topics;
- assistance was given with budgeting, employment issues and other not for profit organisational governance issues particularly to Waipareira Community House;
- the Community House Training Fund of \$3,500 per annum was administered in consultation with the Community House Collective;
- an information and referral service for Community Houses was maintained and made regular use of by the Houses;
- assistance with advertising and promotion was given through the quarterly co-ordination of the community education newspaper and the production of flyers and brochures.

The Waitakere City Workers Educational Association Incorporated met all of its performance measures in relation to Community House support.

Waitakere City Workers Educational Association Incorporated's community education, information and services:

- awareness of community education and adult literacy in the wider community was raised through programmes, flyers, articles in newspapers and newsletters and active networking;
- one Community Skills Certificate module per term was offered as well as additional workshops, seminars and resources for workers in community organisations;
- ongoing liaison with tertiary institutions was maintained, particularly with the Henderson campus of UNITEC regarding the provision of ESOL courses. Waitakere City Workers Educational Association Incorporated are also in the process of developing links with AUT and Auckland University;
- support for migrant learning needs was provided through information on English language tuition being disseminated widely and a large number of different level ESOL courses being offered throughout the year;
- ongoing work is being done to continue to identify the learning needs of refugees and new migrants.

The Waitakere City Workers Educational Association Incorporated met all of its performance targets relating to the provision of information and classes in community education and adult literacy except for the completion of the directory of community education opportunities specific to migrant people. This directory is underway and it is anticipated that it will be completed shortly.

RESOURCING

In the 2002/2003 financial year, \$18,000 has again been granted to the Waitakere City Workers Educational Association Incorporated for the provision of support to Community Houses and the promotion and running of training courses and workshops for workers in community organisations. Waitakere City Workers Educational Association Incorporated will also be responsible for administering the \$3,500 training fund allocated to the Community Houses.

CONCLUSION

The Waitakere City Workers Educational Association Incorporated exceeded most of their performance targets and they continue to provide an important support and training network for the Community Houses. In addition to this they play a vital role in providing and promoting ongoing learning opportunities for a wide cross sector of the population of Waitakere City.

RECOMMENDATION

That the information be received.

Report prepared by: Sue Dodds, Project Leader Community Resources.



14 AUCKLAND REGIONAL AFFORDABLE HOUSING STRATEGY

PURPOSE OF THE REPORT

The purpose of this report is to present the Auckland Regional Affordable Housing Strategy (the Affordable Housing Strategy) for the Committee's endorsement and to request the Committee's support for the development a Waitakere City Affordable Housing Action Plan within the framework of the Affordable Housing Strategy.

BACKGROUND

The Social Infrastructure Team of the Auckland Regional Growth Forum (RGF) released a draft Affordable Housing Strategy for public consultation, which the Community Facilities and Recreation Committee endorsed in September 2001.

Each individual Council is now considering the final draft Affordable Housing Strategy. Once all Councils have considered the Affordable Housing Strategy it will be reported to the Auckland Regional Growth Forum

A36-A57

A summary of the final draft Affordable Housing Strategy is attached as at pages A36 to A57. Its goals, outcomes and action areas are summarised below and are the same as in the draft that the Community Facilities and Recreation Committee endorsed in September 2001.

A copy of the full Affordable Housing Strategy will be available at the Committee meeting and a copy has been placed in the Councillors' Lounge.

STRATEGIC CONTEXT

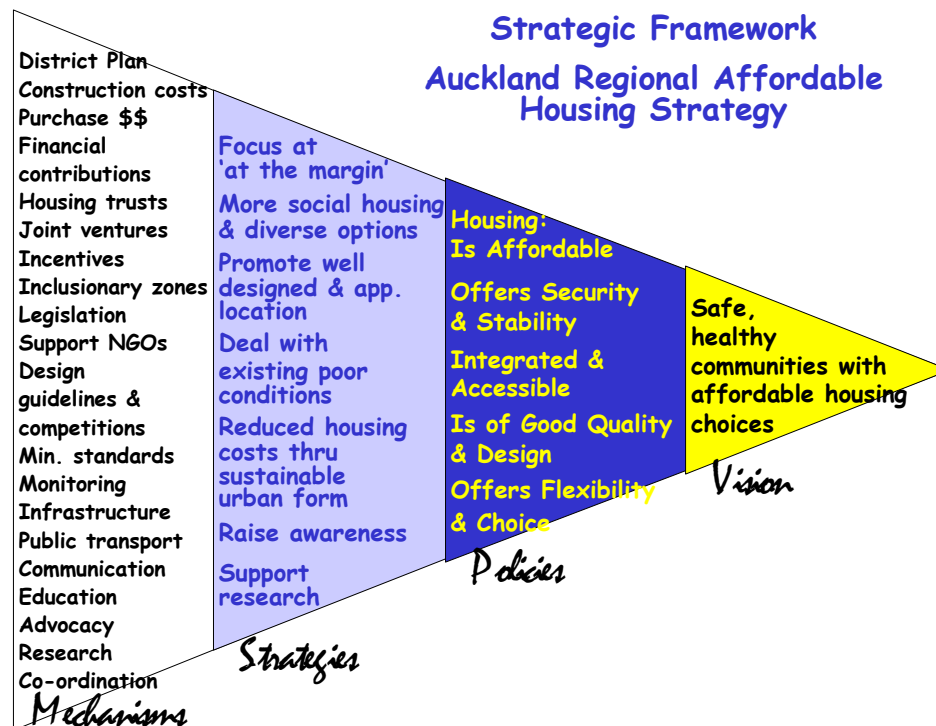
The key purpose of the Auckland Regional Growth Forum was to develop a strategy to manage the anticipated growth in the region. This resulted in the Auckland Regional Growth Strategy, which was published in 1999. The Auckland Regional Growth Strategy is intended to enable a population of 1.9 million to be accommodated in the Auckland Region by 2050. This is a population increase of nearly 900,000. To achieve this about 70% of new households would have to be accommodated. The Regional Growth Strategy is to accommodate this increase within intensified areas (town centres, corridors with some limited infill).

The Regional Growth Strategy of intensification around town centres and corridors aligns with this Council's urban and rural villages strategy, which is one of its ten sustainable city outcomes within Council's Strategic Plan. Council's urban and rural villages strategy is that by 2020 over half of all new housing will be in town centres or on major public transport routes.

Good quality, affordable housing is an essential component of strong communities, which is another sustainable outcome within Council's Strategic Plan.

The Affordable Housing Strategy aims to address the issue of affordable housing within the context of the Regional Growth Strategy. It provides strategic direction and demonstrates a commitment by Auckland local authorities to act in partnership with other sectors in addressing housing affordability issues.

The framework of the Affordable Housing Strategy is presented below as a diagram of direction. (It is hoped that each Council will endorse the vision and develop policies, strategies and mechanisms to meet that vision). The vision for the Affordable Housing Strategy is one of healthy communities with affordable housing choices.



Councils may draw on the range of actions and initiatives in the Affordable Housing Strategy to develop their own action plans. The key strategies from each Council will then form the basis of a Regional Affordable Housing Action Plan.

ISSUES

Overview of the Affordable Housing Strategy

Goals

The Affordable Housing Strategy has two higher-level goals:

- Goal 1: To enable all households in the Auckland Region to live in housing that is affordable
- Goal 2: To encourage affordable housing that is well-located, appropriate to needs, well-designed, integrated into communities, and provides for people's need for choice, security, safety, and good health.

Outcomes

The Affordable Housing Strategy has 11 desired outcomes to support these goals. The first two outcomes are overall outcomes. Outcomes 3-11 are supporting outcomes. Outcomes 3-7 relate to the type of affordable housing that is provided while outcomes 8-11 relate to people who have a need for affordable housing.

1. Overall Outcome: <i>Affordable Housing</i>	All households can access suitable housing by spending a maximum of 30% of their gross income.
--	--

2. Overall Outcome: <i>Security and Stability</i>	Households facing affordability constraints are able to establish themselves in a local community and are not forced into frequent moves by private or state landlords.
3. Location: <i>Mix</i>	Affordable housing is located across the region and integrated into existing neighbourhoods and new developments.
4. Location: <i>Accessibility</i>	New affordable housing is located to enable more people to easily access passenger transport, work places, shops, community facilities and other services.
5. Quality and Design: <i>Appropriate to needs</i>	Affordable housing is appropriate to the specific needs of occupiers - which may be related to age, health, family size/structure, cultural needs, and special needs.
6. Quality and Design: <i>Well-designed</i>	New affordable housing is designed with an emphasis on energy efficiency, health and safety, privacy (both visual and acoustic), and integration into the neighbourhood.
7. Quality and Design: <i>Sub-standard housing</i>	Existing sub-standard housing is replaced or upgraded to acceptable standards.
8. Choice and Flexibility: <i>Tenure</i>	Households facing affordability constraints have some ability to choose between renting, home ownership or other forms of tenure.
9. Choice and Flexibility: <i>Life-cycle</i>	Households facing affordability constraints can choose to move if changing circumstances mean that their current housing situation is no longer suitable (e.g. changing family size, aging, disability etc).
10. Choice and Flexibility: <i>Discrimination</i>	Age, ethnicity, disability, health, household structure, and other household characteristics are not a barrier for households pursuing affordable housing options.
11. Choice and Flexibility: <i>Location</i>	Households facing affordability constraints have some ability to exercise their preferences with regard to the location of their housing.

Action Areas

The Action Areas provide a menu of tools and initiatives that Government, Councils, Non-Governmental organisations and the private sector may wish to adopt:

		Tools/Initiatives
Action Area One	Support initiatives that will make housing more affordable and accessible "at the margin".	District Plan rules Construction costs Purchase finance Financial contributions
Action Area Two	Contribute to initiatives, which will increase the supply of "social housing" and help to diversify the range of social housing options.	Housing Trusts Joint ventures Incentives Inclusionary zoning Legislative framework Third sector support
Action Area Three	Promote well-designed and appropriately located affordable housing.	Design guidelines Design competitions Innovative housing fund Existing suburbs
Action Area Four	Assess and address issues related to existing sub-standard housing and living conditions.	HNZ programmes Minimum standards
Action Area Five	Continue to review regional urban form decisions to explore how sustainable urban form can contribute to reduced housing costs.	Monitor RGS Affordable infrastructure Public transport systems
Action Area Six	Raise public awareness of affordable housing issues and solutions.	Communications/education package Success stories Advocacy
Action Area Seven	Support research into a range of affordable housing issues; monitor the achievement of Strategy goals and outcomes and review the Strategy as required.	Joint research Co-ordinate local research Review Strategy

How do Waitakere City's housing policies align with the Affordable Housing Strategy?

General Housing Policy

The Affordable Housing Strategy aligns with Waitakere City Council's Housing Policy to:

- create housing opportunities and choices.
- promote the provision of a wider range of affordable housing opportunities.
- encourage high quality housing design.
- develop partnerships with the private sector, community organisations and regional and central government, to promote objectives 1-3.

How do Waitakere City's current housing initiatives and projects align with the Affordable Housing Strategy?

As discussed in the Strategic Context section of this report, the Regional Growth Strategy of intensification around town centres and corridors aligns with this Council's urban and rural villages strategy, which is one of its ten sustainable city outcomes within the Council's Strategic Plan. Henderson and New Lynn are examples of the implementation of the urban villages strategy, where intensive use of land contributes to the availability of affordable housing.

Housing for Older Adults Service

The Council is committed to the provision of Housing for Older Adults and has endorsed a cost-recovery approach to managing existing assets. Revenue recovered will be reinvested into upgrading housing stock for older adults.

Research and Monitoring

A project between Housing New Zealand Corporation (HNZC), Auckland, Waitakere and Manukau City Councils has established the first comprehensive database of research on housing need in New Zealand. The database will be maintained and developed by the new Housing New Zealand Corporation Research Centre and will be an important resource for housing policy makers, planners and providers.

Housing New Zealand Corporation and Waitakere City Memorandum of Understanding

A Memorandum of Understanding between Housing New Zealand Corporation and Waitakere City Council has been drafted and sent to Housing New Zealand Corporation for discussion purposes only. This is intended as a first stage to providing a framework so that Housing New Zealand Corporation housing initiatives can be provided in such a way that supports the housing and urban development policies of Waitakere City Council.

These initiatives are all actions that are consistent with, and address specific action areas outlined in the Affordable Housing Strategy. It is clear, however, that there are several action areas of the Affordable Housing Strategy, which have not as yet been considered by Council.

RESOURCES

The work recommended in this report can be incorporated into the current budget.

CONCLUSION

The Auckland Regional Affordable Housing Strategy provides a strategic direction. It is hoped that stakeholders in all sectors will endorse the goals, outcomes and action areas and that the Affordable Housing Strategy will provide a starting point for further discussion and development for specific action plans.

Waitakere City Council's current housing policies and initiatives are consistent with the Affordable Housing Strategy, but there is no action plan or strategy specific to Waitakere City that could provide a framework for future direction. This is an opportunity to develop an affordable housing action plan for Waitakere City that is consistent with the regional framework.

RECOMMENDATIONS

1. That the information be received.
2. That the Auckland Regional Affordable Housing Strategy be endorsed.

3. That the Council develops an Action Plan for Waitakere City within the framework of the Auckland Regional Affordable Housing Strategy.
4. That a draft Action Plan of the Auckland Regional Affordable Housing Strategy be brought back to the City Development Committee in December 2002.

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



15 COLLABORATIVE OPTIONS TO PROVIDE ADEQUATE HOUSING CHOICE FOR WAITAKERE CITY'S OLDER ADULTS.

PURPOSE OF THE REPORT

The purpose of this report is to outline to the City Development Committee possible future options involving collaboration with Central Government and other agencies to provide adequate housing choice for the City's older adults.

BACKGROUND

The Council's policy on housing older adults was ratified at the March 2001 meeting of the Community Facilities and Recreation Committee:

- “2. That Council continue to provide the housing for older adult service on a cost-recovery basis.
3. That rents be slightly increased in a phased manner and the proceeds be reinvested to upgrade existing housing.
4. That the current eligibility criteria for housing for older adults be retained.”

429/2001

In June 2002 the City Development Committee re-affirmed Council's commitment to the provision of Housing for Older Adults Service. At that meeting Committee also requested:

“That a report outlining possible future options involving collaboration with Central Government and other agencies to provide adequate housing choice for the City's older adults, be brought back to the City Development Committee meeting to be held on 12 August 2002.”

1082/2002

STRATEGIC CONTEXT

The Council's housing policy sets out four objectives:

1. Create housing opportunities and choices.
2. Promote the provision of a wider range of affordable housing opportunities.
3. Encourage high quality housing design.
4. Develop partnerships with the private sector, community organisations and regional and central government, to promote objectives 1 to 3.

The Council's policy with regard to existing housing stock for older adults is consistent with its objectives to promote housing affordability for a particular sector, but does not address the broader objective that a wide range of affordable, appropriate and accessible housing options are available for City residents.

The Auckland Regional Affordable Housing Strategy (the Strategy) is the subject of another item on this agenda. The Strategy's goals, outcomes and action areas are consistent with Council's housing policy.

The Strategy identifies older adults as one of the groups most likely to be over-represented in statistics related to affordability problems. Consultation with Waitakere City residents and housing experts has indicated that support exists for some level of Council involvement in the provision of housing for older adults.

Collaboration with central government and other agencies to provide adequate housing choice for the City's older adults is consistent with the Council's housing policy and may also provide mechanisms for improving options for all City residents.

ISSUES

The Strategy provides some options for how sectors could contribute to affordable housing generally. Summarised below are some possible collaborative housing initiatives outlined in the Strategy that could be further developed for Waitakere City.

Non - profit Housing Trust

Any number of models are possible. One possibility is a three-way arrangement between central government, local government and a third party. An independent trust could be established with central and local government contributing assets. Assets could include land or existing housing stock. The third party could be a community-based organisation such as an iwi/Maori organisation or a foundation or a financial institution.

Joint Ventures

Council and Central government working on projects with iwi/Maori-based groups and/or organisations such as Habitat for Humanity. There are some initiatives in Waitakere City that could be used as models for projects that would be focused on housing for older adults. For example:

- Waipareira Trust/Housing New Zealand Corporation (Housing New Zealand Corporation)/Ranui Project;
- Habitat for Humanity/Lions Glen Eden Project.

Incentives to Private or Community Sector Developers

Incentives could include tax or rate relief, provision of subsidised land, loans or loan guarantees. Council-focussed examples include:

- Council reducing financial contributions for developments containing a social housing component;
- Council-guaranteed loans for social housing developments. For example, a third sector group undertakes a housing development, which is leased to Housing New Zealand Corporation (and therefore qualifies for income related rents) and is leased back to the group to manage. Council guarantees the loan to the group who would qualify for finance on the basis of the guarantee and the agreement to lease;

- Council and Central Government could support third or private sector proposals by donating land, selling it on a subsidised basis, or leasing it (perhaps at a peppercorn rent);
- Council could offer rates incentives for social housing. Under the Local Government (Rating) Act 2002 a local authority may remit or postpone rates provided it is included as part of the consultation process for preparation of its Annual Plan.

Inclusionary Zoning

This is an option whereby a proportion of all developments of a certain size must include an affordable housing component. Such a mechanism would be more effective region-wide, but is likely to attract challenge through the environment court. If this is an option this Council wants to explore, a first step might be the formation of a small inter-council working party to prepare a scoping report and determine any other interest.

Third-Sector Support agency or Umbrella Organisation

Such an organisation might provide information, assistance and advice to third sector groups and act in an advocacy role. The agency could be established by pooling resources from various agencies. Examples of functions include:

- providing legal and financial advice;
- providing assistance with accounting, loan applications etc.;
- providing advice on affordable housing models and techniques;
- co-ordinating and disseminating research about housing need.

RESOURCES

All of these collaborative housing initiatives require further scoping. The scoping exercise will identify the level of resources required in the long-term, but in the meantime staff time and some project funding is available in the current budget.

CONCLUSION

Council's policy on housing for older adults is consistent with the Strategy, however further development of the possible initiatives outlined in the Strategy is required before any final recommendations can be made.

Joint venture projects and incentives to private or community sector developers appear to be the most feasible for housing for older adults. Such initiatives could be incorporated into a wider Waitakere City action plan for affordable housing.

Inclusionary zoning may offer possibilities in the longer term, but Waitakere City Council could play a pro-active role in canvassing regional support and proposing an inter-council working party.

RECOMMENDATIONS

1. That the information be received.
2. That collaborative housing initiatives for older adults be an initial focus of a Waitakere City Action Plan for Affordable Housing.
3. That joint venture projects between Council, Central Government and other organisations be further scoped and brought back to the City Development Committee for discussion at its December 2002 meeting.

4. That incentives to private or community sector developers be further scoped and brought back to the City Development Committee for discussion at its December 2002 meeting.
5. That Council staff canvass regional support for an inter-council working party on inclusionary zoning and report back to the City Development Committee on the results of these investigations.

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



16 GLEN EDEN LIBRARY - PROPOSED ELECTED MEMBERS WORKING PARTY

PURPOSE OF THE REPORT

This report seeks the City Development Committee's approval for establishing a Glen Eden Library Working Party for ongoing liaison and communication with Elected Members throughout the design and construction of the Glen Eden Library/Citizens Advice Bureau/Service Centre project.

BACKGROUND

At the time of expiry of the lease agreement for the former accommodation of Glen Eden Library, Council expressed their commitment to maintaining continuity of the local library service and subsequently resolved to ensure that a quality "Community Library" facility in Glen Eden (Waitakere City Council Library Development Strategy 1998) will be provided for the future.

Since approving the recommended new Library/Citizens Advice Bureau/Service Centre development site on Waitakere City Council owned properties at 12-32 Glendale Road, Council has initiated two major actions to achieve these goals:

- relocated Library services and facilities into the present temporary library building at 277c West Coast Road for an interim two year period;
- approved \$2,720,000 in the 2002/2003 Annual Plan for development of a new Library/Citizens Advice Bureau/Service Centre complex.

Early co-ordination and development work to initiate the design and construction phases of the project are progressing. There have been workshops and meetings at which Elected Members, stakeholders and staff have been involved in discussions and actions to:

- prepare the Project Plan;
- establish desired outcomes;
- assess risk potential;
- set up a communication plan;
- assemble information for preparation of the design briefs.

At the time of writing this report the most significant tasks being actioned are the advertising, distribution and receiving of returned Registration of Interest documents from design teams. These will be evaluated over the next week before final drafts of the brief and contract tender documents are prepared for distribution, evaluation and eventual selection of the design consultants for the project.

STRATEGIC CONTEXT

Intentions and objectives for this project:

To further Council's Library Service mission statement from the Library Development Strategy:

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

And to ensure that the proposed library complex fits with and supports the intentions of other key Council strategies, programmes, policies and processes, such as:

Urban Villages Strategy	Public Transport Strategy
Leisure Strategy	Parks Strategy
The Greenprint	Customer Services Review
Community Revitalisation	Glen Eden Plan
The Better Building Code	

Consideration of the issues and intentions covered in these key strategic documents were used in selecting the site. They will also be used in preparation of the design brief and made available as references to the selected project design team.

This project provides the opportunity to significantly enhance the quality and relationship of a number of community services and facilities within the Glen Eden Town Centre and for the proposed Library to create a strong base for future Town Centre revitalisation programs and projects. To ensure the success of the Library project and the contribution it will make to the future of the Town Centre it is essential to ensure that a clear process of communication and information sharing is established.

ISSUES

As part of the process of developing a new library in Glen Eden, it is considered important to establish an Elected Members Working Party to liaise with staff over the project.

Role

It is anticipated that the role of the working party would be to assist Council staff to successfully plan and implement the Glen Eden Library project and to ensure progress is in the best interests of the wider community. The Working Party would be in a position to provide informal guidance on processes for the project (for example: timing of work, availability of information, community consultation) and initial feedback on relevant issues (for example: potential sensitivities over the development). The group would also be a key channel for the exchange of views, information, issues and concerns between staff and elected members.

Scope

The development of the selected Council owned sites at 12-32 Glendale Road, Glen Eden, will incorporate:

- a new Library, Citizens' Advice Bureau and Service Centre;
- associated on-site parking;
- a landscaped public forecourt open space;
- art works integrated into the design of buildings and site landscaping;
- installation of appropriate energy efficient services and sustainable construction methods and materials.

The scope of the project is limited to the selected sites but is aimed at also providing the opportunity to:

- increase street and pedestrian activity at the west end of the town centre thus supporting adjacent shops and businesses;
- improve street and pedestrian connections from the existing streets to other community buildings and facilities surrounding the site;
- link the library, Citizens Advice Bureau and Service Centre to the public bus services that stop outside the properties on Glendale road;
- create a civic presence and identity for the town centre;
- generally, anchor and support a continued programme of revitalisation for Glen Eden which will contribute to Council's strategic direction of building intensified urban communities with a stronger local economy, based on sustainable, dynamic centres linked to a transport interchange.

Council and its Committees will make all final decisions regarding the project.

CONCLUSION

In line with the approach adopted for other significant community building projects it is suggested that the proposed Working Party be made up of the Chairperson of the City Development Committee, the New Lynn Ward Councillors and the New Lynn Community Board. Similar arrangements have been successfully implemented on other major projects.

RECOMMENDATIONS

1. That the information be received.
2. That a Glen Eden Library Working Party of nominated Elected Members be established for ongoing liaison and communication over the Glen Eden Library/Citizens Advice Bureau/Service Centre project in accordance with the role and scope as outlined in this agenda report, and this be made up of the Chairperson of the City Development Committee, the New Lynn Ward Councillors and the New Lynn Community Board.
3. That this report be forwarded to the New Lynn Community Board for its information.

Report prepared by: Peter Joyce, Project Manager: Strategic Projects.



17 LINCOLN ROAD BUSINESS PARK MARKETING AND COMMUNICATION PLAN

PURPOSE OF THE REPORT

The purpose of this report is to update the City Development Committee on the proposed Marketing and Communication Plan for the Lincoln Road Business Park development area.

BACKGROUND

An agenda item was brought to the City Development Committee on 10 June 2002 in regard to the proposed public notification process to designate a new roading network in the Lincoln Road north area. A recommendation was also included to undertake a comprehensive marketing and communication plan for the new area in conjunction with Enterprise Waitakere. The City Development Committee resolved that:

- “1. That a notice of requirement be served indicating Council’s intention to designate public roads in the Lincoln Road area, in general accordance with the plan attached and marked as “Plan A” in the agenda report.
2. That staff continue to negotiate with landowners to determine a fair and appropriate resolution of the issues on each affected property, with a view to securing the construction of the road within an appropriate timeframe.
3. That the City Development Committee approves the undertaking of a range of appropriate marketing techniques in conjunction with Enterprise Waitakere.”

1094/2002

The Project Manager has been working in conjunction with Enterprise Waitakere, Waitakere Properties Limited and appropriate Council staff to develop a set of marketing and communication initiatives.

STRATEGIC CONTEXT

The Working Environment land to the east of Lincoln Road is recognised as being a prime location for industry. There is significant demand for land in this location and, as a result, it maintains the highest industrial land values in Waitakere City. This value derives primarily from its proximity to the North-Western Motorway and adjacent arterial roads.

This inherent advantage provides the land with the potential to attract high value corporate industry that is currently relatively scarce in Waitakere City. The establishment of industry of this nature is likely to make a significant contribution to local employment needs.

Lincoln Road forms a key strategic link between the two primary transport corridors in the City, being the North-Western Motorway and the North Auckland Railway. It also provides the main link between the Henderson sub-regional centre and the North-Western Motorway. Lincoln Road is recognised as a major transport corridor in the Regional Growth Strategy. In this context, it is important that the land is developed in an efficient manner, and in a way that is consistent with the Council’s strategic objectives. The land has the clear potential to become a particularly valuable asset for the City.

ISSUES

The Marketing and Communication Plan has considered the key audiences, key messages and proposed communication channels.

The Plan is endeavouring to target the following key audiences:

- appropriate development investors, those with a reputation and capability to deliver Waitakere's strategic business objectives;
- intermediaries such as real estate companies, financiers and property syndicators;
- the existing Waitakere business community, to capture potential tenants requiring business expansion options;
- Waitakere residents and affected landowners, to promote the benefits for the overall community such as expansion of employment opportunities, wider rates base, growing the local economy;
- Waitakere City Council Councillors and key staff to seek support and update on the project;
- Individuals who can influence and establish dialogue with appropriate business people and or likely partnerships.

The Plan is endeavouring to provide the following key messages:

- promote the vision of a prime motorway high quality business estate, a 'Gateway' to Waitakere City;
- outline the benefits to the community and businesses of a planned development;
- explain why Waitakere City is playing a key facilitation role within this development area;
- explain the likely financial and positioning benefits to landowners, existing business and new business from creating a vibrant high quality business area;
- outline the economic benefits to the wider community;
- provide information on the likely development timeframes and regulatory process.

Proposed communication channels:

- promotion and facilitation needs to be seen as a frontline approach and viewed differently by the client from Council's regulatory role;
- Enterprise Waitakere will play a major role in facilitating business inquiries and ensuring a high project profile is maintained for this prime business location;
- the key to presenting the vision for this new commercial environment is establishing a 'brand' for the area. This 'brand' will be represented on all communication material.

The following initiatives will be developed to target the key audiences:

Branding the business location - this will be achieved through a professionally managed branding exercise. Several key business champions have been invited by the Mayor to participate in this exercise. These are people who have a regional business perspective and specific skills in developing what message the target audiences will need to receive.

Site signage - identifying the development area and providing contact details.

Web site - a specific information site for this development area, with links to likely specific reference web sites.

Investors package - a quality production of material to interest business and investor inquiries.

Business media releases - targeting specific audiences, offering different potential angles of interest.

Local media - keeping Waitakere updated on the project area e.g. new businesses arriving, good news stories, Enterprise Waitakere news updates.

Project newsletters - these will update Councillors, Council staff, affected landowners and interested parties.

Targeted - mail outs, business presentations, special briefings, inquiry facilitation as necessary.

COMMUNICATION TIMEFRAME

The key components of the marketing and communication plan will take place between August and October 2002. Responding to inquiries, development facilitation and general media items will be ongoing. The branding exercise to be completed by Mid September. The preparation of the range of communication materials is to be completed by mid October and an official launch of the project expected by mid - end October.

The public notification of the designation of the proposed new roading network as presented to the City Development Committee in June 2002 will have taken place in the first week of September 2002.

RESOURCES

The Marketing and Communication Plan is being managed by Enterprise Waitakere and the Strategic Projects Project Manager. All communications are being processed with the input and approval of the Public Affairs Manager. A number of the initiatives are being developed in-house, the branding and documentation development is being undertaken by Shattock Communications & Research in conjunction with Enterprise Waitakere. Necessary budget is being provided by Enterprise Waitakere and Strategic Projects Lincoln Road Project budget.

The communications working group for this project consists of Clyde Rogers, Allan McGregor, Janet Hannan, Dai Bindoff, Lois Easton, Philip Brown and John Shattock from Shattock Communications.

CONCLUSION

The Lincoln project development area is one of the most valuable pieces of real estate currently available in Waitakere City for the placement of a high quality business and employment area for the City. If marketed well this development area will significantly add to the Waitakere economy and provide a 'gateway' into the city from the North Western Motorway.

Positioning, branding and communicating an appropriate message to key target audiences is of prime importance if the City wishes to push a window of opportunity into a timely development timeframe.

This report outlines a marketing and promotion plan and the process for its implementation in order to maximise the potentials benefits of the development area to the City.

RECOMMENDATION

That the information be received.

Report prepared by: Janet Hannan, Project Manager: Strategic Projects.



18 **NEW LYNN PROJECTS UPDATE**

PURPOSE OF THE REPORT

This report serves as an update to the City Development Committee on the range of projects being progressed in the New Lynn Town Centre, in order to provide context to decision-making on New Lynn issues in the future.

BACKGROUND

In 1993, Waitakere City declared its goal to be an Eco-city and a commitment to Agenda 21 - a programme of actions to ensure a holistic approach to city development. The Waitakere City District Plan developed that goal through rules that promoted more intensive development in the city's town centres, with the aim of achieving sustainable growth around public transport corridors while preserving and strengthening the quality of green areas and the vitality of our communities. These strategies have since been reinforced by the Regional Land Transport Strategy, the Passenger Transport Action Plan and the Regional Growth Strategy, which envisages 70% of the Auckland region's future growth being accommodated in transit-oriented development.

Within this framework, the New Lynn charrette (1996) addressed the question: What would a sustainable town centre look like on the ground? A detailed concept plan was developed for implementation in the New Lynn Town Centre, with substantial enthusiasm from local business, the local community and other major stakeholders, such as Lynn Mall owners AMP and the RSA.

Major Achievements

To facilitate the New Lynn Development Programme objectives, Council has:

- expanded Memorial Drive into a two-way carriageway connecting Great North Rd through to Totara Avenue, with colour-coordinated bollards and brick paving;
- disposed of land adjacent to Lynn Mall to AMP and relocated the Library and Service Centre to facilitate a Mall expansion under conditions requiring the Mall to trade outwardly on to Memorial Drive - a first for Malls in this country. Subsequently AMP has used this model on their additional redevelopments;
- relocated the RSA to larger premises;
- built a revamped Memorial integrating Te Kawerau a Maki design and carving with brickwork;
- facilitated the NZ Post redevelopment to improve the Memorial Drive entry and extend the commercial frontage;
- built the New Lynn Community Centre on Totara Avenue, setting a new city standard in arts integration and sustainable building, and creating one of the best centres in the country;
- facilitated the development of an extensive medium-density housing precinct in Ambrico Place on land within five minutes walk of the railway station previously considered difficult for development. This demonstrated the commercial potential of MDH and has increased support for public transport and retail through bringing about 900 new residents into the heart of New Lynn;
- created other opportunities for increased density, including Crown Lynn Condominiums, the city's first multilevel apartment block;
- developed Manawa Wetlands, which won an Auckland Regional Council Environment gold award, and demonstrated an innovative solution to a major stormwater problem in combination with providing high amenity and recreation opportunities adjacent to Ambrico Place;

- built the Rewarewa Bridge, which received a Judges Citation at Creative NZ's 1998 Creative Places Awards. It is a collaboration of arts and engineering to produce a safe, attractive pedestrian shortcut from a residential area to the town centre, across the Rewarewa Stream;
- upgraded and replaced water, wastewater and stormwater network.

The private sector also responded enthusiastically, with some \$123 million invested, as documented through consent values.

STRATEGIC CONTEXT

The urban revitalisation policy had its beginnings in the Greenprint, in December 1994. This laid out the compact city idea, which is based on the understanding that continual expansion of the urban boundary is not sound management of the environment, nor does it produce cohesive communities. This basic concept developed over time to include all the other aspects that go into the makeup of a thriving city such as good transport links, housing choices, local employment, and safe and enjoyable leisure opportunities. This policy began the process of shifting Waitakere City from a series of 'dormitory' suburbs, to a city with defined town centres, surrounded by suburban and rural lifestyles, with an increase in local employment opportunities. Key factors are:

- transport access whether cars, buses and rail, walking and cycling;
- employment and residential density. Most studies show a correlation between density and ability to support public transport;
- clustering of key services such as libraries, sports facilities, social services, and retail opportunities reduces length and frequency of car trips. One of the important effects this has is to reduce CO² car emissions and reduces the impact on stormwater pollution, both big issues in modern cities.

New Lynn is one of Waitakere's three major "defined town centres", along with Henderson and Massey North. Sitting astride the rail line, with a significant employment and retail base, a surrounding residential community and keen developer interest, New Lynn's continuing success is vital to attaining a sustainable future for the whole city.

There is also increasing interest in bulk retail development potential in the New Lynn working environment. It is important Council can respond to this interest, within the context of an integrated development plan focused on movement towards sustainable urban form.

The New Lynn Town Centre Development Programme aims to:

- revitalise New Lynn as one of three pedestrian-friendly, transit-supportive city centres for living, business and leisure;
- facilitate a new Library, Service Centre and Citizens Advice Bureau building;
- strategically stage Council investment as a catalyst for private sector and other public sector investment;
- implement the citywide drive for economic prosperity, employment generation and business development.

The programme comprises six sub-projects:

- heart of New Lynn redevelopment, including a new Library, Service Centre and Citizens Advice Bureau;
- business and community relationship management;
- key site development;

- New Lynn Water Strategy;
- transport interchange/ public transport development;
- strategic planning for centre growth.

ISSUES

1. **Heart of New Lynn redevelopment, including a new Library, Service Centre and Citizens Advice Bureau**

The design phase of this project has been budgeted within the 2002/03 Annual Plan. Reconfigurations of properties within the New Lynn Heart are a pre-requisite to progressing design, and current endeavours are aimed at securing those reconfigurations. Expressions of Interest have been made for the Library Design and the Tenders Subcommittee have approved a shortlist for a selected tender of the library design. Work is under way on the design brief for the library and a review of the budget. It is anticipated design work will be able to be commissioned in October.

2. **Business and community relationship management**

The newly revitalised "New Lynn Village Association" (previously "Business Association") has expressed an interest in engaging with Council on improving the business vitality of New Lynn, through an Annual Plan submission and their recent petition requesting Council reconsider the library location. Key aspects of their submission included general improvements to the pedestrian shopping environment and redeveloping the Todd Triangle. Work is progressing to appraise the group of the current work plan and constraints, and develop a shared vision and programme for the next five years. This will include commissioning some detailed work to:

- identify the reasons businesses are located in the that precinct, their level of business confidence, and identify gaps in the retail profile of New Lynn, as a basis for addressing those issues in the short and medium-term future; and
- produce a joint Council/ business community four to five year development plan.

3. **Key site development**

A58-A60

- **Todd Triangle** - This project is in the concept development phase, with a public meeting scheduled to get feedback on initial designs Monday, 26 August. (Refer pages A58 to A60). This initiative is being progressed in partnership with the local New Lynn Village Association, who have plans to develop an event programme around the space, including a possible monthly produce market. Funding is allocated in the current financial year for stage 1 of the redevelopment of this area, which will significantly improve amenity and pedestrian interface with the Totara Avenue/ Great North Road retail area. Depending on the concept agreed with the community, it may be necessary to stage development, or defer works until the following financial year to more efficiently complete works in a single stage. This would not prevent an event programme being developed on the current site, or elsewhere in New Lynn;
- **Vuksich and Borich (claypits)** - This land is the largest brownfields property left for development in the town centre precinct, and is therefore of interest to the development community. Although it is a model of a compacted cleanfill process, it has significant stormwater issues that need resolving prior to any concept development work. It is also adjacent to both industrial and residential properties so that any development would require careful consideration of transitions between activities.

- **Parks** - The New Lynn reserves are subject to a co-ordinated management planning process, including the significant Olympic Park and Ken Maunder Parks. This process contains significant public consultation and will complement any development in the immediate town centre.
- **Totara/Todd/Great North Rd main street precinct** - This area is a key area to be addressed through the strategic work, as well as a focus for the joint 4-5 programme planning with the business community. It is the core of the older, traditional retail precinct and is in need of some clear direction and support to get there.

4. **New Lynn Water Strategy**

Co-ordination of the “three waters” infrastructure alongside other design and amenity considerations is a crucial part of town centre development. Therefore a process was designed that would assist integration of these aspects. This is being updated, to form part of the framework for the strategic planning exercise.

The requirements of the Air, Land and Water Plan mean that additional works will be needed in New Lynn to comply with the statutory requirements.

5. **Transport interchange/ public transport development**

A61

Since the 1996 charrette the “busabout” concept (attached at page A61) has been discussed as a replacement for the existing roundabout located at the convergence of the rail line, Totara Avenue, Rankin Avenue and Clark Street. This would achieve the following:

- better accommodate increasing traffic flows through the roundabout;
- create a high-quality bus-rail interchange to build on the advantages of regional public transit initiatives;
- build a pedestrian-friendly connection between the now-separate land north and south of the rail line.

A feasibility study for the “busabout” has been completed, which identified that it would work within certain assumptions about train frequencies and platform lengths. Officers are in discussion with Auckland Regional Transport Network Limited about the station development. Auckland Regional Transport Network Limited has suggested that the train platforms may eventually have to be 150m long, which would disallow the extension of Memorial Ave and significantly affect the whole busabout concept. At this time discussions are ongoing and it is suggested that options to address these problems be reviewed as part of the upcoming strategic planning work.

Council has also commissioned a study of the viability of putting light rail on Great North Road. The results of that analysis will also feed into the strategic planning.

6. Strategic planning for centre growth

This project was outlined in a detailed report at the August meeting of the City Development Committee. It will bring together a wide range of intelligence about New Lynn's performance and seek integrated solutions for the centre's future growth and development. In summary, this includes consideration of:

- double tracking of the rail line / regional issues;
- traffic projections and treatments - including the effects of State Highway 20/ Whau Bridge and the traffic management issues on Great North Road/ Totara Avenue;
- economic, employment and business potential analysis;
- existing and potential retail development;
- commercial/ industrial land use opportunities;
- the environment - including New Lynn reserves management planning;
- community capacity and needs;
- urban design and urban form;
- three waters issues;
- heritage and character;
- safety and crime reduction.

This work will provide guidance on work programming for the next five to ten years.

RESOURCES

The Project Manager: Revitalisation will continue to ensure strategic coordination of the above range of projects. As part of the 2002/2003 Annual Plan funding for New Lynn, a range of complementary work is being commissioned on:

- main street business development and planning;
- economic, employment and business potential analysis;
- heritage and character development;
- precinct concept plans.

There is also the opportunity for initial analysis by staff to then be complemented by additional studies by outside expertise.

CONCLUSION

In summary, a complex range of projects and considerations is being coordinated, in combination with public and elected member input (including the Strategic Plan), in order to deliver documented, integrated decisions and make the best use of resources during each successive Annual Plan.

The next New Lynn Working Party meeting will be held in September, with the opportunity to update all Councillors and the New Lynn Community Board, and agree on the next steps forward for the New Lynn Heart Project.

RECOMMENDATION

That the information be received.

Report prepared by: Janet Cole, Project Manager: Revitalisation.



19 WAITAKERE ONLINE STRATEGY

PURPOSE OF THE REPORT

This report provides an update on the Waitakere Online Strategy and associated work programmes. The Waitakere Online programme has strong linkages with under grounding issues which are dealt with in more detail within a separate item on this agenda.

BACKGROUND

The Waitakere Online programme encompasses projects, initiatives and work streams being undertaken across Council to ensure that the City has the information technology capabilities necessary for it to compete and take advantage of the communications age. Communications infrastructure needs to have greater capacity and be more affordable in order for Waitakere City to be promoted as being connected to the world-wide knowledge economy. Council aims to facilitate the installation of infrastructure linked to high-tech clusters, supporting business and organisational needs and research and learning centres, as well as meeting the needs of the general community (thereby ensuring equitable access to infrastructure and skill development).

The following resolutions were passed by the City Development Committee on 10 June 2002:

- “1. *That Council’s objectives for the Waitakere Online project be confirmed as being:*
 - a. *To improve communications technology infrastructure within the City to facilitate ongoing sustainable economic growth.*
 - b. *To enable people, business and communities of the City to take maximum advantage of communication technologies to improve social and economic well-being.*
2. *That a strategy to deliver on Council’s objectives for Waitakere Online shall be developed and brought back to the City Development Committee for consideration and approval.*
3. *That final decision on Council’s potential role within the proposed Eco Tech City Community Trust shall be deferred until the Waitakere Online strategy has been considered in August 2002.*

2003/2002

In order to assist Council in determining its role within an area it has not traditionally been responsible for, clarity is required regarding the mechanisms available for Council to deliver on its vision and objectives for Waitakere Online.

A workshop was held for the Mayor and Councillors on 7 August 2002 to discuss the framework for the Waitakere Online Strategy, review the tools available to deliver on project objectives and consider the extent of direct involvement that the Council is prepared to commit to.

STRATEGIC CONTEXT

The development and provision of appropriate communications infrastructure, technologies and skills to business and communities has an important role in the social and economic development of the City.

Initiatives within the Waitakere Online programme support Council's long-term priorities to:

- develop a strong, innovative economy and more local jobs;
- run the City sustainably and effectively; and
- keep up with growth.

The sustainable outcomes for delivering results in support of these priorities include:

- **URBAN & RURAL VILLAGES** - Provide choice about employment in neighbourhoods and town centres; enable home businesses (mitigate 'dormitory suburb' effect and strengthen critical mass for peripheral urban locations);
- **TRANSPORT & COMMUNICATION** - Access and Travel Choice: increase in people working from home, or accessing services and information from home; shorten trips generated;
- **STRONG INNOVATIVE ECONOMY** - Grow the economy and provide more local jobs; promote the City of Waitakere to potential investors whilst supporting local business; support the development of business clusters (i.e. film, marine, education, health, professional services); meet challenges of the global economy; develop a more skilled work force;
- **STRONG COMMUNITIES** - Meet the community's changing needs: provide internet access; support well-being through improved educational opportunities and access to greater range of business, banking, entertainment, social and health services (includes access to applications such as video conferencing, clinical decision-support systems and transfer of diagnostic images);
- **STRONG DEMOCRACY** - Improved dissemination of information and new methods for public participation in decision-making processes; Provision of a friendly face (especially to businesses); Making services more accessible and affordable.

ISSUES

Waitakere Online Strategy Framework

A62-A65

The framework for the Waitakere Online Strategy (summarised at pages A62 to A65) provides a transparent link with Council's strategic vision, objectives and associated strategies. This framework has been informed by the Councillors' workshop (7 August 2002) and technical reports regarding the current state of infrastructure and telecommunication providers within the City and an investigation of economic and community benefits of improved information and communications infrastructure.

A programme management approach has been adopted to ensure:

- clear understanding of vision, objectives and acceptable service standards;
- strategic coordination, linkage and prioritisation of work programmes and resources;
- identification and maximisation of opportunities;
- identification, investigation and mitigation of gaps in work programmes; and
- considered response to initiatives as they arise.

The project team, which supports the Waitakere Online work programme, involves representatives from across Council and there are several connections with external groups and entities. The major bodies of work can be categorised as follows:

- e-Infrastructure Projects (driven by Council):
 - Policy (Waitakere Online Strategy);
 - Physical (Infrastructure provision);
 - Community (Community Access & Skill Development);
 - Information (Waitakere City Council's eGovernment Strategy);
- e-Interface Projects (driven externally with degree of Council involvement):
 - eBusiness (Eco Tech Business Development);
 - eCommunity (Ranui Action Project, WeDG, 2020 Trust);
 - Shared/Regional Services (Regional Portal, Library Services);
 - Central Government (Broadband to Schools project);
 - Utilities (United Networks, Telco's).

The prioritisation of projects and initiatives should filter through from the Council-wide rationale for prioritisation of work programmes. In the interim, the following considerations have been applied:

- Continuation of projects identified as having key linkages to Waitakere Online which are:
 - predominantly operational or project-based in nature (mandate provided via the Annual Budget process); or
 - which are inherent to long-term planning and policy development; or
 - which support national or regional initiatives; and
 - which support the agreed objectives for Waitakere Online, and
 - have generated necessary momentum and are supported by necessary resources.

For new or proposed projects, the following rationale is proposed:

- is there a robust business case (purpose and objectives; timing, resources)? All proposed initiatives should be based on a business case which clearly identifies any funding requirement and aligns to the Waitakere Online Strategy (supports objectives, addresses gaps in current programme);
- what is the urgency accorded to the project (three month, six month etc) and what are the implications or risk of not taking action;
- 'piggy-backing' on opportunities provided by external drivers such as central government funding.

Tools to be provided for the prioritisation of initiatives and Council's role within them include:

- Data Map of the City (infrastructure currently available/ planned); that identifies current and future high, medium and low need broadband zones in terms of geography, demographics, social changes and economic growth nodes; and
- Matrix of projects that are underway, identifying projects that are considered to be critical to delivery of Waitakere Online objectives, and projects which are registered on a low priority or 'wish list' (which may then be escalated if external drivers arise to provide necessary momentum and support)

Council Role:

To achieve the vision of the Waitakere Online strategy, Council has a role to facilitate the creation of an environment that encourages the roll-out of cost-effective high speed communications, taking into account the needs of schools, tertiary institutes, businesses and the general community. A successful approach will involve a combination of regulatory and non-regulatory mechanisms as follows:

Council Role	Actions
<p>Policy & Regulation</p>	<ul style="list-style-type: none"> - District Plan provisions. - Code of Practice guidelines. - Processing of resource consents and Road Opening Notices. - Analysis of needs and of the economic and social impacts of improved access to communications infrastructure. - Policy development (i.e. Waitakere Online, eGovernment, Economic Development, Urban Villages, Business Cluster, Education).
<p>Strategic Planning, Advocacy & Facilitation</p>	<ul style="list-style-type: none"> - Leadership and planning for future development (includes service demand aggregation for business and community). - Partnerships with key stakeholders such as Enterprise Waitakere (WEST SMART business incubator) and Community Groups (e.g. Ranui Action Project). - Input to Shared/ Regional initiatives such as the Auckland Regional Economic Development Strategy (AREDS) (input to central government funding to provide broadband to schools). - Negotiations with strategic stakeholders such as Transit New Zealand (State Highway 18), Auckland Regional Transport Network Limited (ARTNL) (regarding rail corridor). - Advocacy to ensure service provision for priority projects such as Hobsonville/ Northern growth area and Henderson/ Lincoln Road. - Client-based market leverage with service providers.
<p>Investment</p>	<ul style="list-style-type: none"> - Indirect investment through support of operational and capital projects linked to the Waitakere Online programme (e.g. provision of libraries and community centres which support Learning Centres, staff resource to investigate and co-ordinate the Waitakere Online programme). - Asset management, especially the extensive road reserve assets that Council owns

Role of External Entities:

There are various externally driven initiatives which are currently underway and which support the Waitakere Online objectives. It is important that Council is aware of these initiatives (to optimise efficiency, minimise duplication and to support and participate in as necessary) and that linkages and partnerships are maintained with these groups to ensure alignment with Council's strategic priorities and to maximise benefits to Waitakere City.

External entities that drive these initiatives can be grouped as shown in the table below. One of the advantages of external entities (and Trusts in particular) is their ability to source funds for specific projects. It is possible that an external entity would be in a position to invest in the provision of cable ducts or broadband infrastructure.

External Entity	Actions
Enterprise Waitakere & Local Business	<ul style="list-style-type: none"> - Driver and source of funding for local business (investigate, advocate and aggregate demand for high-level applications available via broadband). - Training opportunities and provision. - WEST SMART Business Incubator
Education, Health & Social Services	<ul style="list-style-type: none"> - Waitakere Intersector Mapping Project (Council is an active participant in this project which has strong linkages to community networks) - UNITEC e-for-free training - The Warehouse computer training
Community Groups	<ul style="list-style-type: none"> - Driver and source of funding for community initiatives - 2020 Trust (aims to promote and nurture community-based IT initiatives) - Waitakere eDemocracy Group (WeDG): Promotes participatory democracy in Waitakere City by facilitating the effective and equitable use of Information Communication Technology (ICT). - Waitakere Eco Tech Action (WETA) - newsletter and website for key projects and initiatives within the City. - Ranui Action Project (RAP)
Shared/ Regional Services	<ul style="list-style-type: none"> - eGovernment - Regional Portal - Library Services - Traffic Flow Management - GIS/ Mapping - Auckland Regional Economic Development Strategy (AREDS)
Central Government	<ul style="list-style-type: none"> - Ministry of Economic Development and Ministry of Education Provincial Broadband Extension Project (PROBE) to provide funding for broadband to all schools by December 2004 - Funding process provides leverage for provision of extended services (added community benefit to be used as a differentiator in tender evaluation process) - Council involvement via Auckland Regional Economic Development Strategy (AREDS) to maximise benefits to Waitakere City.
Utility Operators	<ul style="list-style-type: none"> - All have opportunity to apply for PROBE funding to extend broadband to all schools - Extend broadband to those areas with business case to support (i.e. demonstrated demand for services) or propose options for partnership underwrite

Gaps/ Areas of Uncertain Responsibility:

Those areas that can be identified as being areas of uncertain responsibility or potential weakness in delivery on Waitakere Online objectives are:

- co-ordination of external initiatives;
- commitment to skill development and training, including support for community websites;
- whether the Council would consider direct investment in the provision of primary infrastructure (or cable ducts) if this was required to facilitate broadband roll-out.

Co-ordination of external initiatives:

Whilst Council is not currently undertaking an active role to co-ordinate all external groups and projects, it does currently have a role or involvement with many of them (includes business, community and Telco's).

- the Waitakere Intersector Mapping Project is currently working to create a web based community map/ database for Waitakere of key organizations/ networks/ partnerships in the City for use by community and government organisations. The strategy group for that project involves representatives from the Ministry of Social Development (delivers employment and income services nationwide, and provides Government with advice on service delivery and social policy), Community Employment Group, Waitemata District Health Board, NZ Police, Ministry of Housing, Department of Child Youth and Family Services, Ministry of Education and Waitakere City Council and involves liaison with community network representatives such as WADCOSS, WEST, Seniors, Waitakere City Youth Council, Te Taumata Runanga and many others;
- the Waitakere e-Democracy Group has a co-ordination role within their sphere of interest;
- the Ranui Action Project has been very successful and Council is currently developing a comprehensive strategy for existing and future Learning Centres.

Whilst key groups have been identified within this report, there may be others which have not yet been investigated or which require facilitation to gain momentum to develop to their full potential.

Commitment to skill development and training:

In terms of facilitating skill development and training, Council's primary commitment is via Library and Information Services and support to Learning Centres. The success of Learning Centres has been increasing and Library and Information Services is currently developing a Strategic Plan on the operation of these centres. This plan will address the key issues associated with Council's ability to support skill development and training and will be presented to Council for review and endorsement.

Council is getting an increasing number of requests to provide support to community website development (and maintenance). Options to address this issue include:

- Council advocates for the Regional Portal to support community websites;
- Council supports groups such as the Waitakere Intersector Mapping Project or WeDG which are already involved in supporting community websites;
- Council takes an active role via its Waitakere Website project.

Investment (& linkage to under grounding issues):

Telco's and network operators are increasingly looking for partnerships for the provision of primary communications infrastructure through the underwriting of proposals (i.e. Telecom proposal that Council underwrite enabling the Waitakere Exchange for ADSL, as presented to the February 2002 City Development Committee meeting); contribution of access to redundant services and/or combined physical works programmes for under grounding services; and/or the installation of cable ducts. These are issues Council needs to clarify its stance on and these issues are also addressed within the under grounding item included separately on this agenda.

Wellington City Council established City-Net to provide both the primary infrastructure and broadband services to its Central Business District. Some local authorities (such as Far North District Council and the New Plymouth, Stratford and South Taranaki Councils) have recently opted to go into partnership with strategic partners (such as Telecom and Broadcast Communications Limited (BCL)), by investing directly in both the physical roll-out and provision of broadband services.

This type of investment is not considered a high priority within the Auckland Region at this time, as whilst the City does not have the optimal degree of broadband roll-out at this stage, there are sufficient key players in the communications industry to ensure the market-driven supply of services to most areas. In addition, the central government funding for the Provincial Broadband Extension Project (PROBE) is likely to contribute significantly towards the extension of a broadband "backbone" to most areas, serviced by schools, by the end of 2004. Once those key access points have been achieved, market demand will become the driver behind further extensions ("the last mile connections"). Council may have a role to play (either by demonstrating aggregated demand, facilitating investment or direct investment) to support that final stage of deployment.

Currently, the key utility operators within Waitakere City are Telecom New Zealand, TelstraClear and United Networks (as a network service wholesaler, United Networks would require an additional retail service partner). Walker Wireless (and Vodafone) present the option of wireless technology, which is the most likely the medium-term solution for coastal villages such as Laingholm and Karekare which do not have the population density to support a business case for land-based wire or fibre-optic cable solutions. Potential interest in providing wireless solutions has also been expressed by Broadcast Communications Limited, Freedom Vnet (on basis of community ownership business model) and Ihug (all wireless technologies).

Within the empowering legislative framework proposed in the Local Government Bill, Council could potentially undertake responsibility for ownership of ducts (either by requirement for developers to provide these ducts to Council's specification at the time of subdivision, or by installing ducts itself at the time of any open trenching), which would then be made available to all utility operators for communications infrastructure. This may then facilitate the entry of effective competition by other Telco's. If this is an approach the Council wishes to pursue, further consideration would need to be given to the following issues:

- cost and funding;
- asset management (includes the mapping and maintenance of the asset created (especially if no services were immediately provided via that ducting as physical damage to those ducts would go unreported);
- piecemeal installation of ducts as different parcels of land are developed (and opposition from developers regarding additional costs);
- issues associated with developer contributions for ducting; and
- marketing and the technicalities of controlling/ leasing access to ducts.

Proposed Waitakere Eco-Tech Trust

The Waitakere Eco-Tech Trust working group, consisting of the Mayor, Councillors Presland, Russell and Fenton, and various community and business representatives has been working on establishing Council's aims and potential role with regards to a possible Community Trust. This work has been placed on hold pending the outcome of the Waitakere Online Strategy whilst Council clarified its own role and identified gaps in existing work and how a community Trust might address such gaps.

Whilst Council could support in principle the role of a community Trust to provide an advocacy and co-ordinating role for community-led IT initiatives and to potentially raise funds to support such initiatives, final decision on the need and appropriateness of Council involvement in such an entity will need to be deferred until terms of reference and a clearly defined programme of activities has been presented for consideration. Council will then be in a position to assess where value will be returned for resources applied.

It is considered appropriate for Council to continue to liaise with the proposed community Trust representatives in the interim. Consideration should also be given to alternatives such as the initial establishment of a Liaison Group or Advisory Board of core interested community representatives which could request funding through existing mechanisms, participate actively through the Annual Budget process and work towards developing a Memorandum of Understanding with Council.

e-Government & Information Management Strategy

There are overlaps between e-Government, Council's Information Management Strategy and Waitakere Online initiatives. The Project Sponsors and Project Managers for these projects are working closely together on these matters.

The e-Government Strategy is in place to address Council's commitment to improved democracy and access to quality and timely information, open government, business efficiency, customer service, civic belonging and civic debate.

The focus of current work within this work programme is as follows:

- Addressing Information Management (AIM):
 - Information and Document Management;
 - E-mails and Intranet;
 - Corporate Library;
 - Council Resolutions;
 - Imaging.
- Website Upgrade;
- Regional Portal;
- Central Government Portal;
- Staff Training.

RESOURCES

In order to address the issues raised in this report, the allocation and prioritisation of resources to support Waitakere Online initiatives needs to be reviewed within the context of Council's overall work programme and the Annual Budget process.

CONCLUSION

Issues associated with communications infrastructure provision require careful consideration and management to ensure that a rational approach is taken. Council is actively involved, both internally and externally, in facilitating the cost-effective provision of infrastructure to areas of strategic priority within the City. Council is advised to maximise involvement in opportunities available for Waitakere Online via commercial, regional and central government agencies.

The rationale for prioritisation and justification for Council involvement is clearer in some areas of the Waitakere Online programme than others. Projects identified as being of high priority (refer Project Matrix Snapshot attached) meet the following criteria:

- have key linkages to Waitakere Online which are either predominantly operational or project-based in nature, or which are inherent to long-term planning and policy development;
- may involve input and support to regional or national initiatives; and
- have existing mandate, momentum and resources to continue.

In addition, it is recommended that we address the identified gaps in the current programme by:

- strengthening Council's liaison role with external entities, possibly via the current Waitakere Eco Tech Trust working party: (role and terms of reference to be reviewed);
- ensuring the development of associated strategies that may enhance business and community initiatives (i.e. Strategy on Learning Centres);
- advocating, through Council's role within Shared/ Regional Services, for the Regional Portal to support community websites;
- continuing to identify and facilitate cost-effective mechanisms for the provision of infrastructure to support high-speed Internet access for areas of strategic priority within the City, and
- that Council consider requests for Council to underwrite infrastructure provision on a case-by-case basis within the context of Council's strategic priorities and following identification of available alternative drivers or mechanisms to achieve the objectives of the Waitakere Online Strategy.

Potential future projects need to be evaluated against the criteria specified in this report and should be prioritised within the context of Council's strategic priorities and existing work programme commitments.

Whilst it is not considered necessary for Council to invest in the provision of broadband infrastructure and services, it may wish to undertake further investigation into opportunities to ensure the provision of conduits ('ducts') for such services and this issue is addressed within the separate under grounding issues item within this agenda.

RECOMMENDATIONS

1. That the information be received.
2. That the framework proposed for the Waitakere Online Strategy, outlining Council's primary role, objectives and strategy for implementation, be approved and that project priorities be reviewed via the Annual Plan process.
3. That the strategy on Learning Centres takes account of the Waitakere Online objectives.

4. That Council advocates, through its role within Shared/ Regional Services, for the opportunity for the Regional Portal to support community websites to be investigated.
5. That Council continues to identify and facilitate cost-effective mechanisms for the provision of primary infrastructure to support high-speed Internet access for areas of strategic priority within the City
6. That Council consider requests for Council to underwrite infrastructure provision on a case-by-case basis within the context of Council's strategic priorities and following the identification of alternative drivers or mechanisms available to achieve the objectives of the Waitakere Online Strategy.
7. That the Waitakere Eco Tech Trust working party investigates the potential role and terms of reference for a Waitakere Online Liaison and/or Advisory Group, and that the Chair of the City Development Committee be added to the working party.

Report prepared by: Janet McDonald: Project Manager, Strategic Projects.



20 UNDERGROUNDING OF POWER CABLES AND RELATED MATTERS

PURPOSE OF THE REPORT

This report is in response to the following resolution from the former Works and Services Committee:

“That the Chief Executive be requested to bring back a report to the appropriate Council Committees on issues surrounding under-grounding of communication cabling.”

522/2000

It provides information on two inter-related issues regarding the provision and under grounding of utilities within Waitakere City. The issues are:

- providing a comprehensive approach to the under grounding of power cables and other utilities; and
- facilitating the provision of high speed Internet access throughout the City.

The report also discusses the options available to address these issues. It is likely that a combination of non-regulatory and regulatory approaches will be required.

BACKGROUND

Over the last ten years, Council has focused upon placing telecommunications and power cables underground for amenity and traffic safety reasons. The Proposed District Plan enables this by making the provision of underground services a permitted activity, while provision of overhead cables is either processed as a discretionary or non-complying.

The Proposed District Plan has Objectives, Policies and Rules relating to infrastructure. The Plan addresses the effects arising from the installation, maintenance and upgrading of infrastructure. These Plan provisions have been fine tuned by the resolution of the five references against the Plan's infrastructure provisions during 2001

The development of infrastructure (especially advances in telecommunication infrastructure) proceeds at pace. Waitakere City's challenge is to provide an economic and social environment where infrastructure is not an impediment to the sustainable development of the City. It is in the Council's interest to foster a relationship with the various utility operators, whereby the providers work proactively with Council to provide and upgrade their infrastructure in a timely and efficient fashion.

This is somewhat difficult, because three key infrastructure components (gas, electricity and telecommunications) are provided by corporate entities under their own enabling legislation (the Gas Act, the Electricity Act, and the Telecommunications Act), and these entities are often in direct competition with each other.

Nevertheless, in 2001 the combined territorial local authorities in the Auckland Region and the Auckland Utility Operators Group (AUOG) agreed on a draft district plan chapter. This draft district plan chapter attempts to make the infrastructure provisions in the various territorial local authority district plans more consistent across the Region. The draft infrastructure chapter will form the starting point for a review of this Council's Proposed District Plan infrastructure rules, once the Proposed District Plan is made operative.

STRATEGIC CONTEXT

The timely and efficient installation and maintenance of infrastructure is of strategic importance to the development of Waitakere City. Waitakere City's approach to sustainable development, both in its existing Community and Working Environments and in future industrial and commercial nodes means that it must seek partnerships with utility providers. These partnerships seek to ensure that infrastructure is provided in a timely fashion and meets the requirements of the business sectors that want to establish in these District Plan Human Environments and nodes. The de-regulated market for utility service provision means that competitors often choose to exercise their commercial advantage rather than co-operate in the location of their infrastructure. Council's desire to achieve integrated infrastructure provision to foster a positive economic environment for new industry is therefore difficult to achieve.

The Council's Urban Village strategy includes objectives to encourage the development of attractive urban places. The conversion of overhead reticulation to underground (in association with urban revitalisation), and at the City's major 'entry' and through routes is in accordance with those objectives.

Under grounding infrastructure also supports the growing marine industry in Waitakere City. Clear routes are required for the efficient overland haulage of large boats (aerial wires crossing the road either need to be either converted to underground or be of a height greater than 6.5 metres).

The District Plan's role is to enable the development of infrastructure and to ensure that when infrastructure is proposed, the effects on the environment are avoided, mitigated or remedied. However it is not the role of the District Plan to determine what infrastructure is necessary to meet the needs and aspirations of the community, other than what is necessary to protect the environment from the adverse effects of activities.

ISSUES

Key issues for Council are:

- Achieving a comprehensive approach to the under grounding of power cables and other utilities:
 - how to strengthen current provisions to minimise damage and disruption during under grounding;
 - how to align the Council's works programme, where this involves opening the road, to create opportunities for service providers to install services underground;
 - how to ensure that when some services are under grounded, all other services are under grounded and poles are removed and further , that other services are not re-installed overground at a later time.
- Facilitating the provision of fast internet access throughout the City:
 - Striking a balance between the need for improved, equitable and competitive Internet access for economic and social reasons, our responsibilities as a regulatory authority and consideration for the amenity and environmental effects of overhead cabling.

The primary mechanisms to address these issues are:

- District Plan processes;
- Code of Practice for City Infrastructure and Land Development;
- Advocacy and Facilitation;
- Ownership of cable ducts.

Under Grounding Issues:

Damage and Disruption

A range of techniques are available for under grounding, one of which is "horizontal thrust" technologies which minimise open trenching. However most under grounding works still involve open trenching, which has obvious disruption and safety issues associated with it.

To encourage under grounding, new infrastructure services which are underground are a permitted activity under the Proposed District Plan; that is, no resource consent is required for the infrastructure itself. The construction process may, however, require a resource consent, for example if the earthworks associated with the under grounding may require a resource consent that addresses sediment control matters or work within the dripline of a tree.

Authorised network utility operators also have specific statutory powers to construct and maintain works within road reserve land. The works require Council's resource consent, which may be granted subject to conditions. In the case of telecommunications infrastructure (Telecommunications Act), conditions need to be "reasonable" and can take into account:

- a) The safe and efficient flow of traffic (whether pedestrian or vehicular).
- b) The health and safety of any person who is likely to be directly affected by the work on the road.
- c) The need to lessen the damage that is likely to be caused to property (including structural integrity of roads) as a result of work on the road.
- d) The compensation that may be payable for property that is likely to be damaged as a result of work on the road.

- e) The need to lessen disruption to the local community (including businesses).
- f) The co-ordination of installation of other networks.
- g) The co-ordination with road construction work by a local authority or other person who has jurisdiction over the road. and
- h) The need of the network operator to establish a telecommunications network in a timely fashion.

Despite the resource consent process, reinstatement remains a major issue for the Council. Where roads, berms and footpaths are dug up for service under grounding or maintenance, the quality and/or longevity of the reinstatement is often poor.

There are also effects on Council owned street trees in road reserves, again often requiring reinstatement or additional maintenance as a result of the effects of infrastructure provision.

The statutory rights of network utility operators over land other than Council-owned road reserve continue in respect of existing works. In respect of new works the operator must rely on its rights of designation under the Resource Management Act (and eventual acquisition under the Public Works Act) unless it can negotiate satisfactory terms with the land owner.

Co-ordination of Under Grounding Opportunities

To minimise damage and disruption it is important to co-ordinate all activity involving road openings, including the Council's own work programmes. Doing physical works only once minimises health and safety risks and disruption to the public as well as minimising the degree of damage and costs of replacing poor quality reinstatements. It also reduces total project costs as most of the cost of under grounding services relates to the cost of digging up and reinstating the ground.

Currently a "road opening notice" is issued to all existing utility operators in an area (or street) before any such works are carried out. This process allows current utility operators the option to co-ordinate under grounding with the work programmes of Council and other utility operators.

The "road opening notice" process is proving inadequate in terms of facilitating the co-ordination of work programmes because:

- notice periods are often short and out of sequence with budgeting and decision making cycles;
- potential future utility operators, including broadband cabling companies, do not receive these notices;
- in a competitive environment utility providers can - and often do - choose not to co-operate on under grounding opportunities.

Under Grounding of All Overhead Services

Much of the City still has above ground services that have existing use rights under the Resource Management Act 1991. Currently there is no incentive for utility service providers to place these underground. In some circumstances, where services have been placed underground, other services remain on poles and the amenity and safety of the environment is not actually improved.

In this context, the provision of new overhead services to improve Internet access could be at odds with future under grounding projects.

Council has, through the United Networks New Zealand Shareholders Society, allocated significant funding for the under grounding of power lines within the City. The Council is keen to safeguard this investment by:

- facilitating the under grounding of all utilities (i.e. Telecom owned cables along Glenview Road, Bruce McLaren Road and Swanson Village);
- avoiding another part of Council (or external utility operator) facilitating the installation of overhead cabling; and
- investigating how it can ensure that other utility companies (such as telecommunication) cannot install overhead cabling in areas where power has been under grounded.

Facilitating Fast Internet Access

Waitakere City is poorly served by Internet infrastructure, particularly for high-bandwidth business uses such as film post-production. While some services are available, there is little competition. This has led to overall poor service and high prices, relative to other areas such as the Auckland and Wellington central business districts. Improving Internet access has been described as an "Economic Survival Strategy" (report by Capital Strategy, Cranleigh Strategic & Hill Young Cooper on social and economic benefits of improved information and communications infrastructure within Waitakere City, dated 30 June 2002).

Council is currently formulating a strategy around various projects and initiatives (internal and external to Council) which aim to ensure that the City has the information technology capabilities necessary for it to compete economically in the 21st century. Council aims to facilitate the installation of infrastructure linked to high-tech clusters, supporting business and organisational needs and research and learning centres, as well as meeting the needs of the general community (ensuring equitable access to infrastructure and skill development). This affects green field sites, coastal villages (such as Piha, Karekare and Laingholm), and the revitalisation of existing town centres (such as Henderson and New Lynn).

Most telecommunications companies are adamant that overhead cabling is a necessary part of any plan to provide high speed internet access, especially in scattered low density residential areas of Waitakere (stating that under grounding generally quadruples costs compared to over head cabling along existing lines). Council supports the need for improved access but this needs to be balanced against our responsibilities as a regulatory authority and our desire to improve/retain amenity values in key areas of the City.

In terms of Council's provisions within the Proposed District Plan, new lines that are underground are permitted activities i.e. no resource consent is required. Above ground lines are permitted where the above ground line is an additional connection to an existing building which is already supplied from an above ground line. Where a utility operator wishes to install a new above ground cable (where no above ground line exists), this is processed as a discretionary activity. These discretionary applications will generally be publicly notified. The resource consent process gives the Council an opportunity to assess the environmental impact of the cable and to consider public submissions. It also enables conditions to be applied to the resource consent, including terms and requirements related to future under grounding.

If the Council wished to prevent the installation of overhead lines completely (for example in areas of the Waitakere Ranges or where under grounding has already been completed), Council would need to decline any discretionary resource consent applications that are lodged. It is possible that the decision to decline the resource consent application would be appealed to the Environment Court.

Mechanisms to Address Issues

District Plan Provisions

A66

The Proposed District Plan recognises the need for timely and efficient provision of infrastructure, and establishes a policy framework within which Rules are applied to individual infrastructure developments. The key District Plan Policies for infrastructure are Policies 10.6 and 11.7, attached at page A66. In August 2001, the then Planning and Regulatory Committee mandated a review of the current infrastructure provisions:

“That once the Proposed District Plan is made operative, further consideration be given to preparing a Plan Change that would address the matters identified in the 2000/2001 District Plan Monitoring Programme Infrastructure Project.”

1842/2001

The review will take as its starting point the draft District Plan chapter prepared by the combined territorial local authorities in the Auckland region and the Auckland Utility Operators Group (AUOG) in June 2001. The Auckland Utility Operators Group were not wholly satisfied with the outcome of the consultation, in that they consider the number and types of activities that fall outside of the permitted activity status category is still too large. Despite this, significant levels of agreement have been achieved, along with an improved understanding of the position of councils and utility operators on particular matters.

The plan change approach is consistent with the agreed view of all councils that the draft generic infrastructure chapter would require “tailoring” to fit into existing district plans and is also in keeping with the approach taken by Manukau and North Shore City Councils.

In the interim, the Council remains involved with the Auckland Utility Operators Group and also has some input to the New Zealand Utilities Advisory Group (national level initiative exploring issues related to the installation, use, and maintenance of utilities in the road corridor). The Auckland Utility Operators Group is also progressing the development and review of associated Code of Practice provisions.

Code of Practice for City Infrastructure and Land Development

While the environmental effects of infrastructure provision are considered in the District Plan, details of the design and location of infrastructure are specified in the Council's Code of Practice. The Code of Practice provides the engineering standards for various works within the road, especially for assets that will vest in the Council, and guidelines for contractors on non-engineering matters related to their operations (such as codes of conduct when two operators are working in the vicinity of one another).

This report considers that Council should adopt a new code of practice for working in the road that covers, in addition to the existing elements contained in the Council's Code of Practice the following provisions:

1. Communications Corridor

- requirement for Telcos to co-locate new telecommunications cabling networks in one shared communications corridor;
- requirement for Telcos to lay spare ducts when installing new cabling using the open trenching method;
- specific rules on where the communications corridor is to be located in the road;
- rules about carriageway lateral crossing locations (i.e., must be at least 80 metres from another lateral crossing point and requirement to lay additional cabling if using open trenching);
- requirement for the Telco to fully reinstate all building connections (i.e., these cross a footpath) within 36 hours of opening;
- restrictions on turning pits (e.g., size, location);
- restrictions on chambers (e.g., size, location); and
- rules as to who owns the spare ducts and how they are to be administered.

2. Method of Work

This should include evaluating potential provisions such as:

- limit on the size of work face open at any one point in time;
- timing of when work is proposed (e.g., not during peak traffic flows);
- requirement to consult with other utility operators (including other Telcos) prior to commencing works so as to enable sufficient time to co-ordinate works, if practicable; and
- time restriction before other Telcos can open trench a road after a Telco has already laid cables and ducts in the road.

Whilst the list above is not exhaustive and is somewhat ambitious, a properly designed infrastructure layout specified in the Code of Practice has the potential to provide for future growth whilst minimising disruption to people, business and existing infrastructure assets, such as roads and property. A Code of Practice along these lines is in place in the Auckland Central Business District and is being pursued in other areas.

Advocacy & Facilitation

As well as, or instead of, the above methods the Council can also encourage and facilitate coordination of physical works between utility operators and:

- Council (capital works programmes to construct roads and water, wastewater and storm water services);
- WaterCare Services (access to abandoned services which could be used for installation of cable ducts - it should be noted that there are quality and Health & Safety implications to accessing sewer lines);
- Transit New Zealand (in conjunction with construction of State Highways 16 and 18); and with;
- Auckland Regional Transport Network Limited (ARTNL) regarding the reconstruction of the rail corridor.

These projects represent significant opportunities for cost-effective roll out of utility services within the City.

Council is also undertaking an increasing level of consultation with utility operators and key developers with regards to its strategic planning. This is in the interests of ensuring that, where practicable, work programmes are aligned and that high quality services are provided throughout the City in a timely manner. For example:

- Council understands the density and mix of residential and commercial customers in strategic project areas of the City. It is in a position to demonstrate to Telco's the locations where aggregated demand for services exist. This can then assist Telco's in preparing business cases to support the roll out of services to these specific strategic project areas (i.e. Henderson, Lincoln Road Business Park);
- Council is in a position to request that adequate measures are taken to ensure that communications infrastructure ducting is accommodated within Transit New Zealand's State Highway 18 off-ramp designs;
- Maximise leverage and benefits to Waitakere City through the funding provided by the Ministry of Economic Development and Ministry of Education to ensure provision of enhanced communications infrastructure to all schools. Council is working closely with the Auckland Regional Economic Development Strategy (AREDS) regarding input and response to the forthcoming (within the next 3 months) expression of interest and tender processes for the Auckland Region.

Ownership of Cable Ducts

The provision of broadband services and the rollout of fibre optic cable is a specialised field in which the Council does not have expertise. However when cable is located underground it is usually done in standard 100mm PVC pipes ("ducts") which could be laid alongside existing or new services as part of Council's infrastructure work programmes.

Within the new empowering legislative framework proposed in the Local Government Bill, Council could potentially undertake responsibility for ownership of ducts (either by requirement for developers to provide these ducts to Council's specification at the time of subdivision, or by installing ducts itself at the time of any open trenching), which would then be made available to all utility operators for communications infrastructure. This may then facilitate the entry of effective competition by other Telcos. If this is an approach the Council wishes to pursue, further consideration would need to be given to the following issues:

- cost and funding;
- asset management (includes the mapping and maintenance of the asset created (especially if no services were immediately provided via that ducting as physical damage to those ducts would go unreported);
- piecemeal installation of ducts as different parcels of land are developed (and opposition from developers regarding additional costs);
- issues associated with developer contributions for ducting; and
- marketing and the technicalities of controlling/ leasing access to ducts.

RESOURCES

An increasing level of commitment is required for Council liaison with utility operators and key developers as well as for input to regional policies and guideline development. To date, this takes place as part of existing job roles and responsibilities for officers within Council, however there is no single point of contact for utility operators at this stage and responsibility for effective communication is scattered across Council. In order to improve the effectiveness of this interaction and of Council's internal processes, input is required from both operational and strategic planning perspectives within Council and requires focussed communication across service delivery arms. It is worth noting that other local authorities, such as Auckland City, has a manager (and team) dedicated to Utility Relationships.

CONCLUSION

Council has regulatory powers to discourage the installation of overhead cabling however the degree of control can be challenged and needs to be balanced against the need to ensure the adequate provision of communications infrastructure throughout the City. Consent conditions placed on applications to provide utility services should take account of Council's desire to co-ordinate physical works for under grounding, of the long-term objective for all utilities to be under grounded where practicable, and of opportunities to support Waitakere Online objectives.

Work is currently underway to improve processes and guidelines to minimise the damage and disruption associated with the provision of infrastructure and to improve the co-ordination of physical works for under grounding within the City. This work should continue.

Further investigation is required to determine the costs and implications of Council owning (or facilitating) Further work is required if Council is intent upon investigating the likely costs and implications of Council investing directly in the strategic installation and ongoing management of communications infrastructure cable ducts wherever possible in association with urban village revitalisations, roading upgrades, green field development and infrastructure work programmes.

RECOMMENDATIONS

1. That the information be received.
2. That provision is made to prioritise the development and review of conditions relating to the installation, use, and maintenance of utilities in the road reserve within the Code of Practice for City Infrastructure and Land Development and in the District Plan.
3. That the installation, management, operation and costs of the strategic installation of cable ducts be investigated further and reported to the Finance and Operational Performance Committee.

Report prepared by: Janet McDonald: Project Manager, Strategic Projects.



21 **UNITED NETWORKS - OVERHEAD TO UNDERGROUND CONVERSION PROGRAMME**

PURPOSE OF THE REPORT

A67-A75

This report provides an update on the priority list for power under grounding in Waitakere City, including options to review the current prioritisation (attached at pages A67 to A75) in light of the Council's strategic priorities and the possible option to facilitate the provision of broadband infrastructure.

The report seeks guidance on the Council's priorities prior to discussions with United Networks Communications and Electricity divisions. Following these discussions, a revised priority list for power under grounding will be brought to the October meeting of the Finance and Operational Performance Committee for ratification.

BACKGROUND

The Council has an interest in United Networks through the United Networks Shareholders Trust. Under the Trust Deed, the member Councils do not receive a cash dividend but benefit from a power under grounding programme.

Council committees have, over the lifetime of the Trust to date, approved and reviewed a prioritised list for under grounding works. It is anticipated that about \$12 million will be available for expenditure for under grounding purposes between now and the final vesting date under the Trust, July 2004. It is important that this Council's district benefits from an equitable share of that expenditure overall and that involves agreeing a prioritised programme of work so that under grounding projects can be initiated over the remaining term.

United Networks Limited now has a subsidiary, United Networks Communications, which provides broadband infrastructure. United is one of three companies interested in providing fibreoptic cable-based telecommunications infrastructure in Waitakere City; the other two are Telecom and Telstra, both of whom already have significant fibreoptic infrastructure in the City already.

When undergrounding works are carried out, a "Road Opening Notice" is issued to owners of infrastructure under that road, who can then take advantage of the opportunity to underground their own infrastructure. Increasingly, United Networks Communications is also taking the opportunity to install underground ducts suitable for telecommunications infrastructure in conjunction with the United Networks undergrounding programme.

United Networks Communications has an unusual business model; both Telecom and Telstra deliver and charge for services directly to customers whereas United see themselves as an infrastructure "wholesaler" and form partnerships with other companies, for example IHuG, to deliver services and interact with customers. This means that United Networks brings a lot more competition into the telecommunications market than a more traditional telecommunications company would.

United Networks Limited now has a subsidiary, United Networks Communications, which provides broadband infrastructure. Other telecommunications companies also have the opportunity to install underground infrastructure in conjunction with the United Networks under grounding programme.

Whilst United Networks Limited is highly likely to be sold within the near future, its current company name is referred to in this item.

STRATEGIC CONTEXT

The prioritisation of different roads for power under grounding has followed Urban Villages, economic development and safety priorities. Areas have been prioritised to encourage the development of attractive urban places. The conversion of overhead reticulation to underground in association with urban revitalisation, and on major 'entry' and through routes is in accordance with this objective. The removal of power poles on busy traffic routes contributes to safety objectives. Under grounding has also been undertaken to assist businesses such as the marine industry.

The provision of broadband services is important in terms of the Council's economic development objectives. To date, opportunities for enabling broadband service provision have not been a factor in prioritising under grounding projects.

ISSUES

The forecast funding available for further under grounding projects which could benefit the Waitakere district is in the order of \$6 million. This is well in excess of the current prioritisation which contains works to the value of \$37 million.

A74-A75

A recommended priority list totalling \$7 million is attached at pages A74 to A75. The order of prioritisation of works has been altered for two reasons:

Edmonton Road and the part of Great North Road between Sabulite Road and Archibald Road.

These are currently high priorities but there is a high likelihood that road widening will be required at both these sites in the near future, for reasons of safety. Consequently, proceeding with under grounding now would incur substantial additional costs to Council as the street lighting and some of the underground services would have to be relocated when the road widening takes place.

Hobsonville Road

This was a relatively high priority in the Council's original list, but is recommended to be raised in priority so it forms part of the next \$6 million of approved project work. The Council's plans for this area are still being developed, but it is already clear that Hobsonville Road will remain a key route even after completion of the State Highway 18 around 2006. While Council is discussing with Transit New Zealand how provision could be made for inclusion of cable ducts in the new motorway, Transit would require approval from their Chief Executive, and have concerns regarding potential safety issues around gaining access to under ground services once the motorway is operative. Hobsonville Road has been identified as an optimal, and potentially preferable route for the provision of broadband services to Hobsonville Peninsula and the northern growth area of the City. Hobsonville Peninsula has been identified as a potential significant economic growth area for Waitakere City. The provision of high-speed Internet access has been identified as a key piece of infrastructure that will help facilitate the development of the marine cluster and associated high-tech industries. Even without consideration of the broadband issue, the prioritisation of under grounding of power in Hobsonville Road is justified on the basis of Urban Villages objectives as this is a key strategic growth area.

RESOURCES

The capital costs of under grounding power are met through the United Networks Shareholders Trust. Planning and co-ordination tasks related to the under grounding projects is provided for in the Transport Assets section of Council.

CONCLUSION

The priority ranking of Edmonton Road and the part of Great North Road between Sabulite Road and Archibald Road should be altered so that it no longer forms part of the first \$6million of project value.

This work could be substituted for by raising the priority ranking of Hobsonville Road so that it forms part of the first \$6million of project value approved.

RECOMMENDATIONS

1. That the information be received.
2. That the priority ranking for overhead to underground power conversion be amended as follows:
 - a) That Edmonton Road and the part of Great North Road between Sabulite Road and Archibald Road be lowered in priority so that it no longer forms part of the first \$6 million of project value.
 - b) That Hobsonville Road be increased in priority so that it forms part of the first \$6 million of project value.
3. That following discussions with United Networks Communications and Electricity divisions, a revised priority list for power under grounding will be brought to the October meeting of the Finance and Operational Performance Committee for ratification.
4. That Council officers endeavour to persuade United Networks Limited to make provision for broadband infrastructure during physical works to under ground power.

Report prepared by: Anna Percy, Strategic Planning and Monitoring Manager.



22 NOMINATION FOR THE AUCKLAND ENVIRONMENTAL BUSINESS ASSOCIATION BOARD

PURPOSE OF THE REPORT

Waitakere City Council is a member of the Auckland Environmental Business Network (AEBN). As such Council is entitled to nominate individuals to the Board and to vote on the appointment of Board Members.

The Auckland Environmental Business Network is a not-for-profit incorporated society and environmental business network for Auckland and Northland businesses. The Auckland Environmental Business Network is part of a national Environmental Business Network called the New Zealand Environmental Business Network (NZEBN). The goal of the NZEBN, and therefore the Auckland Environmental Business Network, is to assist business on the journey to environmental improvement - principally through information, training and support. Council played an instrumental role in the re-establishment of the Auckland Environmental Business Network as part of Council's cleaner production programme during 1997/1999.

The nominations for the Auckland Environmental Business Network Board close on Monday, 2 September and the election will take place on Thursday, 24 October 2002, with proxy votes closing Wednesday, 23 October. However Council has been advised that it may submit its nomination(s) following the meeting of this Committee. The elections will take place at the Annual General Meeting being held during the New Zealand Sustainable Business Conference in Auckland. As members Council representatives can attend Annual General Meeting for no cost and the Sustainable Business Conference dinner for \$60 + GST.

Council is currently working closely with UNITEC, which is developing expertise in sustainable business and development. UNITEC students participate in Council's cleaner production and corporate sustainability programmes.

The Dean of the Faculty of Health and Environmental Sciences, Ngaa Kaawai Oranga, Dr Jane Harman has indicated a wish to be a Board Member and has approached Waitakere City Council for a nomination. Dr Harman has responsibility for the Division of UNITEC that is particularly responsible for developing sustainable approaches to business development involving human and animal health, landscape design, horticulture and organic farming. She is on the Royal Society's steering group on sustainable development and leads the UNITEC management group focussed on developing environmental and social policies for UNITEC which will lead to sustainable business processes and improved environmental education. She has promoted sustainable approach to buildings and on site activities (waste management, landscape design etc) at the main campus location. In the light of Council's relationship with UNITEC and Dr Harman's expertise the Committee is asked to support her nomination for a position on the Board of the Auckland Environmental Business Network.

The Committee needs to consider also who should vote on Council's behalf at the Annual General Meeting. It is suggested that the Mayor or Deputy Mayor supported by Project Manager Cleaner Production (who maintains a regular relationship with Auckland Environmental Business Network) attend the function where the elections take place.

Councillors with an interest would be welcome to attend the AGM (free) and conference dinner (\$60 + GST) to participate in the networking opportunity.

RECOMMENDATIONS

1. That the information be received.
2. That Council nominate Dr Jane Harman (UNITEC) to the Board of Auckland Environmental Business Network.
3. That the Mayor or Deputy Mayor be given authority to vote at the election for the Auckland Environmental Business Network Board

Report prepared by: Anne Magee, Director: Strategic Projects.



23 FILM AUCKLAND MEMORANDUM FOR CO-OPERATION

PURPOSE OF THE REPORT

The purpose of this report is to recommend that Council support the development and signing of a Memorandum of Co-operation between Council, Enterprise Waitakere and Auckland City Council to market and facilitate the development of the screen production industry in the Auckland Region.

BACKGROUND

Since 1997, a strong working relationship has developed between Enterprise Waitakere and the Auckland City Council with regard to servicing the screen production industry. The two organisations have worked cooperatively in a number of areas including location marketing and regulatory consistency. The relationship has been built on a common interest in developing the industry, recognition of the depth of technical infrastructure across Auckland and Waitakere Cities and the complementary nature of locations within each City.

Since December 2001, Enterprise Waitakere initiated the first joint marketing project between the parties - the Film Auckland Waitakere DVD. Neither party could have achieved this on their own.

The success of this project has created a momentum and a desire to formalise the cooperative relationship between the parties.

STRATEGIC CONTEXT

The film industry is one of four priority sectors supported by Council through funding to Enterprise Waitakere. In addition, creative industries, of which film is a part, are identified as comprising a priority industry sector in both the Auckland Regional Economic Development Strategy and the Government's Growth and Innovation Framework.

ISSUES

Size and Growth of the New Zealand Screen Production Industry

The Colmar Brunton 'Annual Survey of Screen Production in New Zealand' commissioned by the Screen Producers and Directors Association reveals significant growth in the New Zealand screen production industry;

NZ Screen Production Industry - An Economic Overview		
	2000	2001
• Permanent Employees	1,580	1,677
• Independent contractors	12,760	29,589
• Total company turn over (\$NZM)	1,112	1,159
• Total foreign investment (\$NZM)	455	486
Feature Films	63%	
TV Drama/Comedy	25%	

Further, there has been significant growth in the amount of foreign investment attracted to New Zealand. Most of this is from the United States and Canada.

Foreign Investment – Origins (\$NZM)								
	1994	1995	1996	1997	1998	1999	2000	2001
USA/Canada	33	61	99	59	67	101	387	411
Europe	8	19	15	38	24	5	40	53
Total	44	86	119	99	92	155	455	486

With the success and profile of Lord of the Rings, there is an increasing international awareness of the screen production capability in New Zealand.

The Auckland Region's Share of Growth

Despite this national growth, the Auckland Region's share of the New Zealand market is declining.

Investment by Region				
	1997/1998	1998/1999	1999/2000	2001/1002
NZ Total	208	290	491	565
Auckland	121	203	183	199
Auckland's share	58%	70%	37%	35%

While this decline can be partly explained by Lord of the Rings being based in Wellington with locations primarily in the Wellington Region and the South Island. Other factors include the wind up of Pacific Renaissance Pictures in Waitakere and development of regional film offices in Wellington, Taranaki and Southland who are successfully running co-ordinated film attraction programmes. Other competitors to the Auckland Region include State Film Commissions in Australia, Thailand, India, Canada, South Africa, USA, UK, Ireland and Europe.

Co-operating to Compete

Cooperating to compete is a central principle of cluster development. This principle also holds true for the Auckland Region in attracting foreign investment in the local screen production industry.

The purpose of a co-operative partnership is to collaborate on joint projects and co-ordinate activities related to the screen production industry where doing so will achieve beneficial economic outcomes. A Memorandum for Co-operation will establish a regional partnership known as Film Auckland.

The proposed scope of cooperation is:

- marketing the Auckland region and its capabilities in attracting and facilitating investment and film production;
- participation in events and projects that have regional significance;
- advocating the needs of the screen production industry;
- exchange of relevant information;
- regulatory consistency;
- attracting funding;
- attracting other Parties in the Auckland region to work co-operatively in the interests of the screen production industry.

By co-operating in this way, it is expected that the competitiveness of the Auckland region screen production industry nationally and internationally will be enhanced. In particular, identified outcomes include:

- efficiency through economies of scale in marketing and promoting the screen production capabilities of the region;
- increased screen production activity;
- industry cluster development;
- regulatory consistency;
- increased funding;
- providing a regional nucleus with potential to attach other Auckland region local authorities and other Parties as appropriate;
- increased awareness of the parties and the screen production capability of the region.

RESOURCES

Council funds Enterprise Waitakere to undertake work to develop the local film industry. Waitakere's contribution to Film Auckland for joint projects that have a demonstrated local benefit will be made from within this existing funding.

Funding in future years will be considered on an agreed annual project basis. However, there is no obligation to commit funding now or in the future as a result of signing of this Memorandum.

CONCLUSION

The Auckland region must cooperate to successfully attract foreign investment in the local screen production industry. A memorandum for Co-operation between Council, Enterprise Waitakere and Auckland City Council will provide the formal nucleus for this cooperation.

RECOMMENDATIONS

1. That the information be received.
2. That Council support the development and signing of a Memorandum of Co-operation between Council, Enterprise Waitakere and Auckland City Council to market and develop the screen production industry in the Auckland Region as presented in this report.

Report prepared by: John Wadsworth, Partnerships and Advocacy Leader, Economic Development.



24 AUCKLAND REGIONAL SPORT AND PHYSICAL ACTIVITY STRATEGY

PURPOSE OF THE REPORT

This report updates the City Development Committee on this inter-Council initiative and seeks two Waitakere City Council representatives to participate in an Auckland Regional Sport and Physical Activity Strategy Summit to further shape and prioritise the objectives of the strategy.

BACKGROUND

In 2001 the Ministerial Taskforce on Sport, Fitness and Leisure concluded that:

- the current recreation and sport structures are fragmented and lack integration, coordination and leadership;
- there is a clear need to change the organisation of recreation and sport and its delivery at national and regional levels;
- regional delivery needs support, extension, greater local community integration, stronger linkages with the central body and clear support for volunteer development;
- local government needs to play a more cooperative role with regional recreation and sport agencies;
- there is a lack of co-ordination, dissemination and use of research.

The Auckland Regional Sports Trust Alliance and the Auckland Local Authority CEO Forum identified the need for a regional strategy. Colin Dale, Chief Executive Manukau City Council, sponsored the development of the Terms of Reference for the development of the Strategy by a Scoping Group of council officers and staff from the Regional Sports Trusts.

Preliminary work by officers identified a set of draft objectives for the development of the Strategy recognising that further refinement of the terms of reference would be required. The Team also identified that there was a need to maximise linkages to the Auckland Regional Growth Forum work and that the next step would be to organise a forum to enable Councillors, regional sport representatives, regional sports trusts and local and regional Council officers to identify the primary issues to be addressed.

At its May 2002 meeting, Waitakere City's City Development Committee approved the terms of Reference in Principle, the contribution of staff time, requested regular updates and recommended that \$10,000 be included in the Annual Plan to contribute to the project. Council subsequently adopted this in July.

STRATEGIC CONTEXT

Council's 1994 Leisure Strategy sets the strategic framework for provision of Waitakere City leisure services for the improvement of the well being of the City's people and communities by the provision and support of a diverse range of leisure opportunities.

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

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

Partnerships with external parties enabling wider community development are a key component of the Well-Being Strategy.

ISSUES

Since the adoption of the Terms of reference in principle, the inter council "Scoping group" have finalised the details for the forum.

It will be held on Friday, 27 September 2002 at Eden Park and will consider the current situation for sport and active leisure in Auckland and identify the priority issues to be addressed.

The findings will then be incorporated into the terms of reference and give guidance to the process.

It is also likely that a reference group will be set up to give guidance to the development of the strategy.

Each Council has been requested to provide two representatives from the Councillors to attend the forum and participate in any further discussions.

It is therefore requested that this meeting resolve the Waitakere City Councillor representatives to the Forum.

Currently, Cr Dallow is Council's appointee on the Waitakere Regional Sports trust (Sport Waitakere) and Cr Brady chairs the Community Sport Fund Allocation Subcommittee. With this focus in mind, it is considered appropriate that Councillors Dallow and Brady represent Council in the Forum.

A report after the forum will be brought to this Committee clarifying the future process and confirming the representation required.

RESOURCES

Waitakere City has committed staff time and up to \$10,000 towards this project in 2002/2003. Sport and Recreation New Zealand (SPARC) Manukau City, North Shore City, Auckland City and Auckland Regional Council have committed staff and resources to this project.

CONCLUSION

Preliminary work by officers has identified a set of draft objectives for the development of an Auckland Regional Sport and Physical Activity Strategy. The Team identified the next step would be to organise a forum to enable Councillors, regional sport representatives, regional sports trusts and local and regional Council officers to identify the primary issues to be addressed.

Waitakere City has endorsed participation and committed staff time and \$10,000 towards the development of the Strategy in 2002/2003.

The Scoping team has organised a forum to enable Councillors, regional sport representatives, regional sports trusts and Council officers to identify the primary issues to be addressed. Each Council has been asked to provide two representatives to participate with Officers in the forum.

RECOMMENDATIONS

1. That the information be received.

2. That it be recommended to Council that Councillors Ross Dallow and Brenda Brady participate as Council's representatives in an Auckland Regional Sport and Physical Activity Strategy Summit to further shape and prioritise the objectives of the strategy.

Report prepared by: Mark Allen, Senior Leisure Projects Leader.



25 PROJECTS SPECIAL COMMITTEE

THE COMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS ORDINARY MEETING HELD ON WEDNESDAY, 7 AUGUST 2002.

MATTERS CONSIDERED

A76-A77

The Committee dealt with a number of items for which it has delegated powers to act and a copy of the minutes of the meeting is attached at pages A76 to A77.

The Committee Recommends:

That the Ordinary Meeting report of the Projects Special Committee held on Wednesday, 7 August 2002 be received.

RP Dallow, QPM, JP
CHAIRPERSON

