

**AGENDA FOR A MEETING OF THE CITY DEVELOPMENT COMMITTEE TO BE HELD
IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,
ON THURSDAY, 7 APRIL 2005, COMMENCING AT 9.30 AM.**

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1 APOLOGIES



2 URGENT BUSINESS

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

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

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

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



3 CONFIRMATION OF MINUTES

Meeting Minutes - Thursday, 3 March 2005

RECOMMENDATION

That the minutes of the Meeting of the City Development Committee held on Thursday, 3 March 2005, including the Public Excluded minutes, as circulated, be taken as read and now be confirmed.



4 PRESENTATION - WAITAKERE PROPERTIES LIMITED

Waitakere Properties Limited have requested an opportunity to present to the City Development Committee an overview of its proposal for development on the Waitakere Central Site adjacent to the Rail Station/Civic Centre development. The Board Chairman, Ross Jewell and Chief Executive Greg Parker will be in attendance.



5

COMMUNITY SPORT FUND ALLOCATION SUBCOMMITTEE REPRESENTATIVES

PURPOSE OF THE REPORT

The purpose of this report is to seek the City Development Committee endorsement to a reduction in the numbers of representatives on the Community Sport Fund Allocation Subcommittee from the Community Representatives and to request a representative from the Waitakere Ethnic Board on this Subcommittee.

BACKGROUND

At the first meeting of Council, 28 October 2004, the Membership of the Community Sport Fund Allocation Subcommittee was established as follows:

- “1. *That the Council determines the Membership of the Committees as established.*
2. *That the Council determines the membership of Committees and appoints the Chairpersons and Deputy Chairpersons as follows:*
Community Sport Fund Allocation Subcommittee
Chairperson: JP Lawley
Members
 - 1 *representative from each Community Board*
 - 1 *Representative from Waitakere Regional Sports Trust*
 - 2 *Representatives from the Maori Community recommended by Te Taumata Runanga*
 - 1 *Representative from the Pacific Island Community recommended by the Pacific Islands Advisory Board*
 - 2 *Representatives from the Community.”*

1890/2004

This report is to make recommendations for changing the above composition.

STRATEGIC CONTEXT

The Community Sport Fund Allocation Subcommittee allocates funding from the Community Sport Fund. Through its strategic documents and adoption of Strong Communities, Council outlines its commitment to undertaking initiatives that will contribute to making Waitakere City a safe, healthy place to live and to improving local leisure and recreation opportunities and choices.

Through adoption of First Call for Children, Council has also stated its commitment to proactively supporting children, young people and their families in Waitakere City. Direct financial assistance to organisations providing activities to train volunteers and get people more active assists Council's commitment to these policies.

ISSUES

At a recent meeting of the Arts and Events Special Committee discussion took place in regard to the size and composition of the Community Sport Fund Allocation Subcommittee. This Committee meets twice a year, once to set the guidelines and once to allocate the funding from the Community Sport Loans fund and the Community Sport Club Development Fund.

The Arts and Events Special Committee felt that it was important to have an even ethnic and community representation on the Community Sport Fund Allocation Subcommittee and that to achieve this it would need to increase the size of the current Subcommittee, something it did not wish to do as the meeting costs to allocate such a small sum annually would not be justified.

It was considered that as the current Members of the Community Boards were also considered as community representation there would be no need for the two community representatives. Accordingly it was recommended that their numbers be reduced from two to one.

With reference to the need for even ethnic representation it was recommended that a member be requested from the Waitakere Ethnic Board, who had a strong sporting background, to join the Community Sport Fund Allocation Subcommittee.

At the 9 March 2005 meeting of the Arts and Events Special Committee it was resolved:

“That a report be put to the City Development Committee to change the composition of the Community Sport Fund Allocation Subcommittee by reducing the Sport Representative to one and to ask for representation from the Waitakere Ethnic Board.”

372/2005

RESOURCES

There are no additional financial or staffing requirements in regard to this matter.

CONCLUSION

The Community Sport Fund Allocation Subcommittee meets twice a year, once to set guidelines and the second to allocate funding from the Community Sport Fund Loan and Club Development funds.

Concern was expressed by the Arts and Events Special Committee in relation to both the size and the ethnic composition of this Subcommittee and subsequently it was decided to recommend to the City Development Committee that one not two Community Representatives be sought. Also that in the interests of having full ethnic and cultural membership a position is sought from the Waitakere Ethnic Board.

RECOMMENDATIONS

1. That the Community Sport Fund Allocation Subcommittee Representatives report be received.
2. That it be recommended to Council that the membership of the Community Sport Fund Allocation Subcommittee be amended to consist of the following representation:

Chairperson: Cr JP Lawley

Members

- 1 Representative from each Community Board
- 1 Representative from Waitakere Regional Sports Trust
- 2 Representatives from the Maori Community recommended by Te Taumata Runanga
- 1 Representative from the Pacific Island Community recommended by the Pacific Islands Advisory Board
- 1 Representative from the Community
- 1 Representative from the Waitakere Ethnic Board.

Report prepared by: Jan Brown, Community Assistance Administrator.



6 **NETWORK OF MIGRANT RESOURCE SERVICES**

PURPOSE OF THE REPORT

The purpose of this report is to seek Council's endorsement of the general direction and scope of a proposal to be submitted to the Department of Labour for funding to establish a Migrant Resource Service in Waitakere City.

BACKGROUND

The goal of "New Out West" (the Migrant and Refugee Call to Action of the Waitakere Wellbeing Collaboration Strategy) is that "every migrant and refugee to Waitakere City settles successfully".

At the launch of "New Out West" in the Council Chambers in May 2003, the need was outlined for an intermediate, single point of contact for migrants and refugees to be able to more quickly and effectively access appropriate information and services. It was envisaged that this service would be provided through local community facilities such as Citizens Advice Bureaux and Libraries rather than through a centralised one-stop-shop.

The opportunity has now arisen to submit a proposal to the Department of Labour for funding to establish such a service in Waitakere City as part of a national network of Migrant Resource Services.

STRATEGIC CONTEXT

A1-A4

With both internal and external migrants choosing to settle in the Auckland Region, Waitakere City's growing population is becoming increasingly ethnically diverse, statistics are attached at pages A1 to A4. This demographic change has led to groups and agencies considering the need for various forms of support for the emerging ethnic community.

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

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

As part of responsibilities under the Local Government Act 2002, Council is required to facilitate the development of a Long Term Council Community Plan that reflects the Community Outcomes expressed by Waitakere's residents, including migrants and refugees.

Waitakere City Council Response to Date

Council has contributed to settlement support for Waitakere's migrant and refugee community through:

- the Multicultural Services Librarian position;
- the development and publication of the *New Settlers Guide Waitakere 2004* by Libraries;
- the commissioning of research on migrant & refugee issues and needs through the contract with the West Auckland District Council of Social Services;
- the Migrant Information Coordinator position in Libraries;

- the funding of Citizens Advice Bureaux;
- provision of monthly meeting support for the “New Out West” lead agency, the West Auckland District Council of Social Services;
- involvement in the development of the Auckland Regional Settlement Strategy;
- input into the New Zealand Settlement Strategy;
- partnership and advocacy via the Strategic Partnerships and Advocacy team including involvement in issue identification and resolution through “New Out West”;
- formalising the relationship with the Waitakere Ethnic Board through a Community Partnership Agreement signed in December 2004;
- a six month pilot of the Language Line telephone interpreting services to facilitate access to Council services for residents from a non-English speaking background;
- inclusion of ethnic community input into Council policy processes, including the development of Community Outcomes and the Long Term Council Community Plan.

ISSUES

Central Government Response to Settlement Needs

Central government has funded initiatives and policies that aim to support the settlement of migrants and refugees into New Zealand society, including:

- adoption of a New Zealand Settlement Strategy;
- immigration policy changes such as selecting skilled migrants, higher English language requirements, bonus points for migrants settling outside of Auckland;
- a national secretariat in the Department of Labour to support communication on migrant and refugee settlement issues between local and central government and community;
- support to job seekers through Career Services;
- free advanced English for Speakers of Other Languages training for adults with professional qualifications;
- increased funding for schools to provide more English language teaching to children from a non-English speaking background;
- increased resources to the RMS Refugee Resettlement organisation;
- establishment of the Auckland Regional Migrant Resource Centre at Three Kings, Auckland City;
- development of a national network of Migrant Resource Services (for which a proposal is to be submitted from Waitakere).

Supporting Migrants and Refugees to Settle Successfully in Waitakere City

Settlement needs can vary depending on whether ethnic groups are primarily new migrants, refugees or long term settled communities and their descendents.

New migrant issues centre on obtaining information and accessing support to obtain employment and recognition of overseas qualifications and experience. Current policy requires migrants to have higher English language competency than in the past. However the family of the principal applicant may not have the same English competency and many migrants who came here under previous policies may not have sufficient English language skills to access the labour market and/or settlement information and services.

Refugee resettlement issues include:

- learning English;
- becoming literate;
- dealing with trauma;
- mental and physical health issues;
- meeting day-to-day needs; and
- accessing specialist support services.

Lack of transport and childcare are issues for both migrants and refugees wishing to access services or engage with the labour market. Long-term settled communities and their descendents face issues to do with language and cultural maintenance and identity of NZ-born descendents.

Network of Migrant Resource Services

The government's 2004 Budget initiative to establish a network of migrant resource services focuses on development of a local settlement network and a clearly identified point of contact for the provision of information to migrants and refugees. The initiative seeks to work with local communities to identify an appropriate local model, establish local partnerships, leverage off knowledge and skills already in place and target spending on services rather than buildings.

Initial discussions with the Department of Labour indicate that the work done under the "New Out West" Call to Action programme puts Waitakere in a strong position to be awarded funding for a three year contract of \$100,000 per year to establish a Migrant Resource Service in Waitakere City.

General approach and scope of proposal to the Department of Labour

As outlined in the Background section of this report, the "New Out West" Call to Action has consistently identified the need for an intermediate point of contact for migrants and refugees to identify the information and services they can access to support settlement.

Following the government's 2004 Budget announcement of funding for a network of Migrant Resource Services, a multi-agency working group drawn from "New Out West" members was convened to develop a proposal for submission to the Department of Labour.

In essence, the general approach of the proposal is for a community-based "point of contact" service that would be strongly networked into existing service providers. The working group recommended that:

- a "Coordinator" be employed to map services, link service providers and ethnic community groups, and work collaboratively with agencies to fill service gaps that may be identified;
- a "Planner" be employed to provide the initial "face-to-face" contact with migrants and refugees in the four Citizens Advice Bureau locations;
- resource be expended on producing localised multi-lingual printed materials;
- resource be expended on capacity building work with local agencies to assist them to respond to the customer service needs of a more diverse community;
- initially, this capacity building work be undertaken with WAICAB (governance body for Waitakere Citizens Advice Bureaux) to support Citizens Advice Bureaux to respond appropriately to the information needs of new settlers.

Discussions have been held with Enterprise Waitakere about “hot-desking” for the Coordinator at the Enterprise Waitakere office in order to maximise linkages with the Waitakere Employment and Skills Project and the employment brokers based there. Positive discussions have also been held with staff at the Auckland Regional Migrant Resource Centre in Three Kings about developing a close working relationship with the proposed Waitakere service.

The working group recommended that Waitakere City Council be the fund holder and employer of any staff employed under the initiative, whereby the employees would report to a multi-agency steering group, similar to the arrangements currently employed by the Safe Waitakere and Wellbeing Collaboration Strategy projects. The Department of Labour is also supportive of a partnership approach with local government as the lead agency under the Network of Migrant Resource Services initiative.

A5-A20

Proposals need to be submitted to the Department of Labour by 31 May 2005 for consideration by an inter-agency team convened by the Department of Labour Workforce Group. A copy of a Department of Labour presentation outlining the Network of Migrant Resource Services work is attached at pages A5 to A20 for more detailed information on the aims of the initiative.

RESOURCES

As outlined in the Strategic Context section of this report, Council already provides significant support for migrant and refugee settlement in the City. Employment and fund holder responsibilities as recommended by the working group can be met through existing staff resourcing in the Strategic Partnerships and Advocacy team. Centralised staff training will be provided through the Department of Labour Workforce Group as part of the government’s support for developing a national network of services.

CONCLUSION

The government’s 2004 Budget initiative to establish a national network of migrant resource services will enable Council to maximise the leverage gained from the resources currently allocated to settlement support for minimal outlay while also facilitating the strengthening of the collaborative approach already developed under the “New Out West” Call to Action.

It is recommended that Council endorse the general approach outlined so that a proposal can be prepared and submitted through the “New Out West” Call to Action under Council’s leadership.

RECOMMENDATIONS

1. That the Network of Migrant Resource Services report be received.
2. That the scope of the proposal outlined for establishing a Migrant Resource Service in Waitakere City be endorsed.
3. That in the event of the proposal being accepted by the Department of Labour, Council agrees to be the fund holder and employer of any staff employed under the initiative.

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



CITYWIDE MARKETING PLAN

PURPOSE OF THE REPORT

The purpose of this report is to seek the City Development Committee's approval to progress a Request for Proposals to undertake work to develop a Citywide marketing strategy. The aim of the Strategy is to promote Waitakere as a business location.

BACKGROUND

The Economic Development Strategy was adopted in June 2004. The strategy clearly identifies the development of a marketing strategy as a key objective, along with work on an events strategy (funding has been allocated in the draft Annual Plan for 2005/2006) and a number of other matters related to identifying and promoting Waitakere's strengths to businesses and business investors.

A21-A25

Late in 2004 the Council set up the Mayoral Business Marketing Task Force to prioritise elements of the Economic Development Strategy for implementation. After considering a range of options, one of the priorities the Task Force identified was the need for a Citywide marketing strategy and a successful submission was made to the Annual Plan to this effect, as attached at pages A21 to A25. A total of \$130,000 was approved for research and to develop an appropriate Citywide marketing strategy, subject to further approval by this Committee.

At its meeting dated 23 June 2004 the Long Term Council Community Plan and Annual Plan Special Committee resolved:

- “2. That it be recommended to Council that the draft Economic Development Strategy as proposed for consultation be adopted, without amendment, as the Waitakere City Economic Development Strategy.
3. That \$130,000 identified in the draft Annual Plan 2004/2005 (City image/marketing), be approved in order to initiate a project to put City-Wide marketing on a firm foundation including an examination of City brands and positioning statements, and development of marketing strategies provided that the funding not be released until projects to be undertaken have been approved by the City Development Committee following reporting back by the Mayoral Business Marketing Taskforce and any associated project team.”

1083/2004

Since this resolution was passed, some research on business location has been completed and along with other regional research has formed part of the background that will enable the Council to now move forward to further investigations and development of a robust approach to Citywide marketing.

STRATEGIC CONTEXT

Even though Waitakere plays a relatively small but distinctive part in the overall regional economy (less than 10%) it is imperative that the City not only maintain its economic vitality, but improve it. Sustainable economic development is an essential prerequisite for fulfilment of the Council's strategic vision of sustainable development for Waitakere. Many other goals are dependent in part or in full on this, including improved public transport, more local employment, town centre development, and civic and social wellbeing generally.

Citywide marketing, the subject of this item, is an essential part of the overall strategic drive to improve the “look and feel” of Waitakere to businesses. This work also makes Waitakere a better place to be for current businesses and residents. The purpose of this proposed work programme is to ensure that Waitakere’s strengths are not only identified, but “displayed” and promoted in appropriate ways to target markets of potential business investors.

RESEARCH UNDERTAKEN

A26-A40

Following adoption of the Economic Development Strategy and the prioritising of business location issues by the Mayoral Business Marketing Task Force, research has been undertaken to identify factors that have influenced the decisions of business to locate outside of Waitakere. This research brief proved to be considerably more difficult to fulfil than anticipated because of the difficulty (and subsequent cost) of identifying suitably qualified businesses to participate in the in-depth interviews that the research required. However, within the budget, it has been possible to produce useful results and the full report is attached at pages A26 to A40. The principle results are in line with other business location research undertaken within the region.

This work needs to be built on and refined as part of the analysis that will be required to provide a solid basis for the Citywide marketing strategy.

REQUEST FOR PROPOSAL

This significant and complex piece of work requires specialist skills. It is therefore proposed that a Request For Proposals to undertake this work be offered to organisations with an appropriate track record of successfully delivering on projects such as these.

It is proposed that responses to the Request for Proposal would be short-listed in consultation with Dr Margot Buchanan-Oliver who is a professional in the marketing area and a long-standing Member of the Board of Enterprise Waitakere.

ISSUES

When considering location there are many factors impacting business decision makers. Their experience of Waitakere occurs in many different areas. Therefore a Citywide marketing strategy needs at least to begin from a lateral and broad base of looking at the many Council activities that have, or could have, a Citywide promotional aspect and influence the way that Waitakere City is perceived by the business community. These include:

1. Events such as the annual Business Awards and Trade Shows (eg. Eco Show).
2. Activity of Enterprise Waitakere in showing prospective business investors possible sites.
3. How inquires are handled by front-line staff.
4. Availability of Information on vacant land.
5. Availability of information on labour force, skills, location, demographics.
6. Educational opportunities available at different levels including tertiary.
7. Access to broadband communications infrastructure.
8. The Council’s willingness to engage in partnerships.
9. Major projects such as, for example, Henderson Central and rail line double tracking.
10. Policy developments such as work to better protect the Waitakere Ranges.
11. Facilitation activity associated with identified clusters: film, tourism, organics and marine.
12. Accessibility and the location, availability and quality of business zoned land.

Also important to business decision makers are “lifestyle” issues such as the quality of local schools and facilities (parks, stadium etc).

These are some of the strands of existing Council activity that need to be analysed for their potential to be leveraged for their Citywide marketing potential. To be optimally effective, promotion of the City to the business sector regionally, nationally and internationally must use existing communication programmes, projects (particularly the major infrastructure projects) and services to the maximum.

As work progresses on developing a coordinated approach to Citywide marketing, information gaps will become apparent and need to be addressed by the successful contender for this work. This research will be dovetailed into the Council’s (and Enterprise Waitakere’s) existing information resources to ensure the ongoing delivery of City wide marketing. These efforts will therefore produce multiple side benefits for information collection and use across the full spectrum of the Council’s activities.

RESOURCES

Current budget includes provision of \$130,000 for developing a Citywide marketing strategy including undertaking any necessary research. There is also budget related to other Council activities such as the events strategy (\$40,000 in the draft Annual Plan) that will be coordinated with this work.

Implementation of the marketing plan would commence in the 2005-2006 financial year and would have implications for some ongoing funding. However it is certain that much of the effectiveness of a Citywide marketing strategy will come from its ability to leverage other routine expenditure.

CONCLUSION

It is recommended that the Council proceed with the development of a Citywide marketing strategy as a matter of urgency.

This work should include identifying critical information gaps and fill them by undertaking appropriate research.

The work should be put out to suitably experienced specialist marketing professionals initially by way of a Request for Proposal.

RECOMMENDATIONS

1. That the Citywide Marketing Plan report be received.
2. That a Request For Proposal process and subsequent work to undertake research and development for an integrated Citywide marketing strategy be approved and that the \$130,000 funding identified in the 2004/2005 Annual Plan for this work be released.

Report prepared by: Max Harré, Joint Acting Group Manager: Strategic Planning and Policy and Fraser Henderson, Manager: Strategic Projects.



PROPOSED RESERVE EXCHANGE - OPANUKU STREAM RESERVE

PURPOSE OF REPORT

The purpose of this report is to bring a proposal for a land exchange between Everbright Investment Limited and the Henderson Opanuku Reserve to the City Development Committee for their consideration.

BACKGROUND

The Parks Strategy maps states the Opanuku Stream Corridor is a Green Network park with a citywide role and is part of the Opanuku Stream Esplanade Reserve network. The Opanuku Stream is one of the streams included in Project Twin Streams, one of Waitakere's high profile environmental initiatives, both for streamside revegetation and is also the site for a proposed walkway/cycleway. The Opanuku Stream Reserve was originally vested in the Henderson Borough Council on 11 June 1987 from a private party, and therefore was not originally acquired from the Crown and approval of the Department of Conservation is not needed for the reserve swap.

There is no current Reserve Management Plan for the Opanuku Stream Corridor. At present the Opanuku Stream Reserve has no road frontage and is only accessible by walking through the Plummer Domain at the end of Keeling Road approximately 200m to the north and from Taranui Place into Plummer Domain then along the Border Road Reserve which is 350m to the southwest. The Opanuku Stream Reserve is surrounded by undeveloped private property on three sides, and esplanade reserve on one side. Because of the lack of road frontage and poor access, the Opanuku Stream Reserve at present receives very little use.

A link between Garejja Road and the Opanuku Stream Reserve has been identified in the proposed Parks Strategy as being an access point for a pedestrian/cycleway travelling along the length of the Opanuku Reserve from the Parrs Cross Road end of Henderson Valley Road to the Henderson Town Centre alongside the Opanuku Stream.

The private land subject to the proposed reserve exchange is owned by Everbright Investments. Everbright Investments Limited have approached Council with a proposal to subdivide their land in conjunction with a land exchange with Council that will provide access to their subdivision and road frontage to the Opanuku Stream Reserve. A subdivision consent (RMA 20032243) has been granted for the reserve exchange on condition that Council approve the reserve exchange under the provisions of Section 15 of the Reserves Act 1977.

STRATEGIC CONTEXT

Parks Strategy

The Parks Strategy identifies improving access to the Opanuku, Paremuka and Swanson streams as a high priority. It also has a policy that walkways through native ecosystems should be developed so that they connect to a comprehensive walking network. The Parks Strategy also states that parks should be developed in a way that contributes to the development of comprehensive walking and cycling networks as outlined in the Waitakere City Council Walking and Cycling Strategy. The proposed land swap will improve access and increase walking and cycling opportunities along the Opanuku Stream Corridor.

Walking and Cycle Strategy

The Waitakere City Council Walking and Cycle Strategy has a vision for Waitakere to be a 'walking and cycling friendly' city where walking and cycling are safe, enjoyable and popular forms of transport and leisure. The reserve swap will allow road access to the proposed Opanuku Stream Cycleway halfway along its length increasing opportunities to access the walkway/cycleway. This will contribute to increasing the number of alternative and sustainable ways of travelling to the Henderson Town Centre.

ISSUES

A41 Everbright Investment Limited have proposed to Waitakere City Council that a land swap of approximately 270m² of Opanuku Stream Reserve for approximately 270m² of their land be undertaken with Waitakere City Council to enable road frontage via an extension to Garelja Road to the reserve and road access from Garelja Road to their subdivision. An indicative plan of the land swap is attached at page A41. Future stages of the development would add approximately 748m² of Drainage Reserve to the Opanuku Stream Reserve also.

The proposed land swap will both provide access to the proposed pedestrian/cycleway along the Esplanade Reserve network alongside the Opanuku Stream but it will also provide new road frontage to the reserve, thereby increasing safety. A valuation has been obtained from a registered valuer, Bristow Barbour and Walker, who has determined that the reserve exchange will provide a 'win-win' scenario and no cash payment will be required from either party.

It is recommended that the City Development Committee approve the notification of Council's intention to enter into a Reserve Exchange for 270m² of the Opanuku Stream Reserve for 270m² of land owned by Everbright Investments Limited, and that any objections be brought back to the Committee for consideration.

RESOURCES

All costs associated with the Reserve Exchange will be paid for by Everbright Investments Limited.

CONCLUSION

A proposal has been received for a land swap that appears to create a significant benefit to the reserves network and assists the implementation of a walkway/cycleway along the Opanuku Stream.

RECOMMENDATIONS

1. That the Proposed Reserve Exchange - Opanuku Stream Reserve report be received.
2. That the City Development Committee approve the notification of Council's intention to enter into a reserve exchange of approximately 270m² of the Opanuku Stream Reserve (Lot 3 DP 113401) with approximately 270m² of land forming Lot 42 DP 112091 under Section 15 of the Reserves Act 1977, with any objections to be brought back to the Committee for consideration.
3. That in the absence of any objections that the proposal to exchange approximately 270m² of the Opanuku Stream Reserve (Lot 3 DP 113401) with approximately 270m² of land forming Lot 42 DP 112091 be recommended to Council.
4. That all costs incurred through the reserve exchange process should be borne by Everbright Investments Limited.

Report prepared by: Maylene Brown, Parks Consent Planner.



REVIEW OF DRAFT AUCKLAND BUSINESS LOCATION STRATEGY

PURPOSE OF THE REPORT

The purpose of this report is to present the draft Auckland Business Location Strategy and to recommend that the Council make a submission to the Auckland Regional Council on the draft.

BACKGROUND

The draft Business Location Strategy was distributed to the region's Territorial Local Authorities at the December 2004 Regional Growth Forum. Work on the Auckland Business Location Strategy has been progressed under the Auckland Regional Growth Strategy, which provides direction for urban growth in Auckland to 2050, and the Auckland Regional Economic Development Strategy, which seeks to achieve an internationally competitive, inclusive and dynamic Auckland economy.

The Auckland Regional Council has been project managing the development of the draft Auckland Business Location Strategy and has carried out a number of research streams, some of it dating from 1998 exploring regionally:

- Business needs;
- Projected business growth modelling;
- Business trends review;
- Business area profiles;
- Business sector location criteria; and
- Broadband infrastructure capacity needs.

Although some of this information is now dated, it has identified a range of issues. The main issue is the regional capacity for providing business land into the future. It is expected that the existing vacant business land (excluding greenfields land identified in sector agreements) will be used within 15 years, based on existing take up rates. It is noted that take up is likely to be faster than historical rates and modelled predictions are that by 2011 an additional 1428 hectares of vacant business land will be required across the region.

The draft identifies a range of objectives and policies covering:

- The supply of business land;
- Business location criteria;
- Key infrastructure to support business growth; and
- Integrated planning for business growth in the Auckland region.

A broad overview of the Strategy and the key issues was presented to the Council at its workshop 11 February 2005. Since that time the Auckland Regional Council has extended the submission deadline, in response to the range of issues identified by the Regional Growth Forum, to enable Councils to consider the draft in more detail. The Auckland Regional Council is holding a workshop at the end of March to canvas the issues further.

This extension has meant that draft Strategy in its existing form will be used to inform several new policies to be included in Chapter 2 of the Regional Policy Statement (which is due to be notified by 31 March 2005) prior to formal submissions being received on the draft Strategy. Given this issue, and that the draft Strategy has strong links to the Regional Growth Strategy, officers have been working with North West Sector partners to identify the issues that are potentially common to Waitakere and North Shore cities and Rodney district. It should be noted that there is also the opportunity for Council to make a formal submission on the relevant proposed policies in Chapter 2 of the Regional Policy Statement as part of the LG(A)AA 2004 process.

A copy of the draft Auckland Business Location Strategy has been made available in the Councillors' Lounge.

STRATEGIC CONTEXT

The Council has several strategic platforms that cover this issue. In particular the Strong Innovative Economy platform has a vision as follows:

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

ISSUES

Approach

A strong theoretical approach to considering where business should be located and how the region should grow economically has been taken to inform the draft. This means that the relationship between what the draft Strategy is suggesting and what is on the ground are somewhat different. It is suggested that the draft Strategy should be based on existing business location needs and where business land is available across the region. Each city has been profiled to understand existing business make-up and locations, numbers of people employed in each city, local capacity, and growth projections. Although this has been carried out on an individual city basis, the final analysis is at such a coarse level that it does not adequately reflect local niches and growth opportunities within the regional context.

The draft Strategy does not rehearse the range a range of options to facilitate the supply of land for businesses to meet their needs. It drives to a single approach without considering the wider implications on the wellbeing of communities, or demonstrating the alignment with other regional strategies or local strategies, such as the Regional Land Transport Strategy and the local Waitakere Economic Development Strategy.

Although the draft Strategy is focused on business location and consistently identifies the need for businesses to have access to appropriately skilled workforce, it does not adequately consider mixed use locations and locations of the residential population relative to the employment opportunities in 'business areas'. This has implication for the sustainable development of Auckland. It does not acknowledge those areas that already have a high urban density, large residential basis and limited Greenfield opportunities such as Waitakere. It is noted in the draft Strategy that the location of employment opportunities (based on existing use and current land available for business use) in the Auckland region is skewed to Auckland and Manukau cities, but it does not consider this along with where the workforce is residing or the commuter flows around the region. Nor does it explicitly address the existing historical disparity between jobs and residents in Waitakere City.

The draft presents information to support development of the Single Point of Facilitation (meaning new international business investment attraction and business locations are promoted and managed for the region from a single centralised entity), an initiative identified under Auckland Regional Economic Development Strategy to promote the Auckland region to international investors.

With this context in mind, limited information is presented and acknowledgement made of key regional change factors and infrastructure required in metropolitan areas, or the region's value proposition (featuring the benefits of the region to investors). Also, the business location criteria explored in the document concentrates on local decision making and does not adequately consider elements that impact on international location decisions such as stability and regulation regime of the national economy and associated factors.

Issues and Challenges Presented for Waitakere

The analysis is at such a high level that it does not adequately identify the issues a strategy based on gross regional capacity will have on the opportunity for individual cities to meet sustainable development or community wellbeing objectives or quality of life targets. This is not in line with the principles underlying the Regional Growth Strategy.

Generic issues have been identified in consultation with North West Sector partners and associated economic development agencies, ranging from the need to review the information base used to develop the draft Strategy to the regional approach to managing the supply of business land on to the principles, objectives and policies promoted in the draft Strategy.

There are of course a range of issues that are more particular to Waitakere City, the type of business land that is currently available here and the perceptions that the draft Strategy could create within the market. Some of the challenges for Waitakere in the option presented in the draft Strategy include:

- Constraining the use of Greenfield land, with the aim of encouraging revitalisation of urban areas.
- Reinforcing the need for the workforce to commute around the region for employment, and the resultant impacts on productivity and quality of life.
- Governing the dispersal of economic activity within the region based almost entirely on the availability of existing business land, without taking an approach which considers the overall social, economic and environmental implications.
- Reinforcing the identified spatial imbalance in the region of business locations.
- Inclusion of the objectives and policies into the Regional Policy Statement is pre-emptive prior to reasonable public consultation on the changes.
- Lack of complementarity with other regional policy documents and local strategies.
- Lack of consideration of existing and targeted urban densities
- Providing a tight direction without the tools to achieve it.

RESOURCES

A cross-council team has prepared the submission and a Councillor workshop will be offered to aid the development of the submission. Part of drafting the submission is a review of local information to build the submission on realities of the Waitakere situation.

At this time of writing this report it was not clear if there would be the opportunity to make a formal presentation in support of the submission.

CONCLUSION

The draft Auckland Business Location Strategy provides considerable background information. This forms the basis for a set of draft principles, outcomes, objectives and policies to govern the way in which the location of business land is identified and provided across the region. The main issues with the draft, as outlined in this report, are related to the challenges this regional approach is likely to present for the sustainable development of Waitakere. These issues are not new and focus around the existing economic disadvantage the City has from being primarily a dormitory suburban model. The need to create more local employment opportunities for the substantial resident workforce that leaves the City each day for employment has been long espoused by the Council.

RECOMMENDATIONS

1. That the Review of Draft Auckland Business Location Strategy report be received.
2. That a workshop with Councillors be held to review the issues in greater detail.
3. That the Council makes a submission to the Auckland Regional Council on the draft Auckland Business Location Strategy based on the outcomes of the workshop and the issues and challenges outlined in this report.
4. That that Chief Executive be delegated authority to approve the detailed submission.

Report prepared by: Yvonne Rust, Group Manager: City Development (Acting) and Jen Cook, Partnership and Advocacy Leader: Economic Development.



10 NEW LYNN STREETScape DEVELOPMENT UPDATE

PURPOSE OF THE REPORT

The purpose of this report is to update the City Development Committee on a New Lynn streetscape development package:

- Streetscape template - approval for detailed concepts of the range of colours, materials and furniture for use in all New Lynn Town Centre streetscape and park developments;
- Todd Triangle - approval for detailed concept; and
- Memorial Drive corner park - approval for concept design; and
- Great North Road improvements - approval for concept design.

The report also updates the Committee on the way staff are working in a cross-Council team to incorporate the design elements in infrastructure projects.

BACKGROUND

Streetscape and safety improvements to the New Lynn Town Centre are planned as part of the urban development programme. This project is aimed at improving pedestrian safety, and also achieves the objective of establishing the design and quality of materials to be used in a staged programme of improvement projects throughout the centre. The four aspects of this project have been jointly progressed by strategic development, landscape development and parks asset staff.

STRATEGIC CONTEXT

New Lynn is one of Waitakere's three major "defined town centres", along with Henderson and Westgate. 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. Ensuring a well designed, high-quality public realm sets the standard for private development, and business operation, as well as creating an inviting "public living room" for the New Lynn community and their visitors.

ISSUES

Streetscape Template

A Town Centre Streetscape template has been produced for Henderson and New Lynn, which will determine a standard suite of street furniture, materials and colour palette for use throughout each Centre. The New Lynn Elected Member Working Party has been involved in the development of the New Lynn template.

A42-A54

The Streetscape template presents the key elements of street furniture and related landscape design, and provides a unity of presentation for the entire New Lynn Town Centre. This will give a sense of continuity through the different parks and streets it is applied to, the template is attached at pages A42 to A54. A larger, colour presentation will be available at the meeting, along with a brief verbal presentation.

The template draws on the history of New Lynn, with its clay/brick colour references and use of brick chips in the tree surrounds. It draws on the ceramic history, reflecting some of the glazes and finishes of iconic Crown Lynn pottery. It reflects the natural, Maori and pre-European history of the area, with the reference to harakeke/flax - used for many things including manufacture of rope for the marine industry - incorporated in the fences and garden surrounds. It includes the garden tradition of New Lynn, with some of the formal concepts for future street arrangements, and use of exotic, flowering plants.

A few of the elements are part of the citywide suite of street furniture, such as the bicycle stand and rubbish bin. The toilet design is based on the city standard, and incorporates the New Lynn-specific harakeke reference.

The template has been assessed by parks staff to ensure maintenance issues and costs are consistent with Council requirements.

The following development projects utilise the above template as their design basis.

Todd Triangle

Todd Triangle is located in a high profile position at the intersection of Great North Road and Totara Avenue at the western entry point into New Lynn. It provides an important focus for the centre. The New Lynn Community Board previously resolved to adopt the Todd Triangle concept design, which incorporated creating a pedestrian mall on Todd Avenue.

Main features of the Todd reserve concept are:

- Todd Reserve becomes a focal point defining the edge of New Lynn town centre;
- Todd Avenue becomes part of the reserve, a pedestrian mall;
- Upper paved urban plaza, with a small performance space and flowering shade trees;
- Peter Lange sculpture, based on brick and Crown Lynn pottery;
- Lower urban garden with shade trees, grass and low plantings;
- Flowering deciduous trees knit together edges and avenues;
- Totara Avenue and Great North Road linked with tree planting;
- Brick clock is retained unaltered as a feature;
- Sheltered seating provided; and
- Flexibility in layout to allow for future roading possibilities.

Subsequent hearings, followed by a the Council decision to proceed with closing the road to traffic was appealed by the owners of a property fronting on to it, who were concerned about loss of parking. Constructive mediation is ongoing between the Council and the party concerned. It is anticipated the project will go ahead early in the next building season. The benefit of the delayed work programme is the ability to complete the project in one stage, whereas previously it was planned as a two-stage project.

A55 A modified landscape concept has been developed as part of the process, and at the same time more detailed design work has been completed, suggesting improvements. The concept is attached at A55 and a coloured version will be presented at the meeting. It allows some flexibility to accommodate future improvements to the way New Lynn functions and is able to accommodate the weekly organic market, which has been operating in the reserve since the beginning of November 2003. Although the group has opted not to pursue the market this summer, they have indicated an interest in developing the market operation further in the future.

Memorial Drive Park

This park has undergone a major transformation. The relocation of Plunket into the new Community Centre, and the removal of the Plunket building, was then followed by the removal of an old-style playground and the installation of a Sculpture Trust public art work. The Trust ran short of funds and did not complete the planned landscaping works. The Council is seeking to complete the project, both to stay true to the artist's vision, and to reach the same high standard as the rest of Memorial Drive and the related New Lynn projects.

A56 The concept is attached at A56 and a colour version will be available at the meeting.

Great North Road Streetscape Improvements

Great North Road is a highly visible road in New Lynn and currently has little amenity. Streetscape improvements will enhance the visual appearance of the town centre as well as the pedestrian experience of New Lynn.

Main features of the Great North Road concept are:

- Medium to large trees create green avenues for increased amenity benefits;
- Garden character of New Lynn reflected in plantings - flowering deciduous tree species add colour and softening;
- Surface treatment of footpaths simplified to reduce visual competition and clutter and improve visual connectedness - reduce the use of brick to key sites, to increase actual effect;
- Restrict range of materials and forms used in street furniture;
- Flexibility for further streetscape treatment to tie in with future roading possibilities; and
- Increase pedestrian access & amenity of Great North Road.

A57-A59 The concept is attached at pages A57 to A59 and a coloured version will be available at the meeting.

Clark Street Roundabout

This initiative has the aims of quality design, quality materials and improved safety. It has been designed so that the fencing element can be relocated in the medium-term future, in order to accommodate the double-tracking project. It is an example of the way in which the streetscape template can be applied to town centre, parks and transport projects to develop a unified appearance for New Lynn.

The key elements are clearly-defined, legible pedestrian linkages, and use of the harakeke design in the fencing. These are also to be used in the planned safety projects to build formalised pedestrian rail crossings.

A60-A61

A concept is attached at pages A60 to A61 and a coloured version will be available at the meeting.

RESOURCES

Funding is provided in the current financial year to complete detailed design work for these projects. Construction work for the Clark Street roundabout is provided for this year.

The construction budget for Todd Triangle, the Memorial Avenue park and Great North Road is in the draft budget currently under discussion for the 2005/2006 Annual Plan.

CONCLUSION

The concept development for the New Lynn Town Centre Streetscape Template establishes a good basis for design and landscaping New Lynn's parks and streets. The Clark Street roundabout, Todd Triangle, Memorial Drive, and the Great North Road improvements have built on this design template, and incorporated the strategic aspirations for New Lynn, as well as the needs of the local community.

RECOMMENDATIONS

1. That the New Lynn Streetscape Development Update report be received.
2. That the City Development Committee approve the New Lynn Streetscape template as the basis for all future town centre design and landscaping concepts.
3. That the City Development Committee authorises staff to progress the concepts for the Todd Triangle, Memorial Drive park, and the Great North Road improvements to detailed design and construction.

Report prepared by: Janet Cole, Project Manager: Urban Development.



HOUSING STRATEGY

PURPOSE OF THE REPORT

The purpose of this report is to seek the City Development Committee's agreement of the development of a Housing Strategy for the Council, and to provide details about the proposed work programme.

BACKGROUND

In the past four years government housing policy has significantly changed, with a renewed focus on national as well as local issues and streamlining the delivery of its various housing functions. The shift in policy and approach is evidenced by the formation of the Department of Building and Housing which consolidated several agencies, and the development of a national housing strategy shortly to be released by the government's housing policy arm. These changes at a national level have made it easier for local councils to engage with government in the housing area.

The area of housing is a central issue for Waitakere City Council as it cuts across its strategic priorities and platforms and is an integral part of the Council's strategic planning. The Council has in the past, and continues to invest in sustainable built environment initiatives, such as West Harbour in Te Atatu Peninsula, and urban sustainability research projects such as the Beacon Pathway Consortium, the Tool for Urban Sustainability Code of Practice and the Sustainable Development Programme of Action.

The importance of housing is clearly reflected in the key documents that set out the Council's strategic direction, such as the Long Term Council Community Plan and Annual Plan, but there is no formal strategy or decision framework to guide the Council's future investments in housing initiatives.

The Council has traditionally engaged in various housing roles, and recently, more emphasis has been given to work at national and regional levels on developing partnerships. The Council's roles in the housing area include:

- **Provider** - of social housing with its housing for older adults portfolio.
- **Regulator** - of land use planning, building regulations and development incentives, through for example, the District Plan.
- **Partner and facilitator** - in the housing area, with for example, involvement in the Beacon Pathway Consortium and with community-based organisations such as EcoMatters Environment Trust and Earthsong Eco-Neighbourhood.
- **Leader and advocate** - to influence the housing market, at local, regional and national levels. Work in progress includes improving urban development and design, and promoting sustainability through regional forums and national programmes such as the joint local authority and government Sustainable Cities and the Urban Form Design and Development project.
- **Promoter and educator** - to encourage and promote desirable outcomes in housing, such as sustainable development through construction and design and healthy, quality housing.
- **Funder** - to finance housing initiatives through sourcing grants. For example, retrofitting housing to improve energy efficiency as part of an Ecomatters Trust project.
- **Economic Development** - to encourage the growth and development of enterprises in Waitakere as part of the Economic Development Strategy. The residential construction industry is a significant industry in the city.
- **Developer** - to lead developments through Waitakere Properties Limited (a Council controlled company). Examples of joint ventures with Waitakere Properties are West Harbour at Te Atatu Peninsula, and the Eco house project in 1998 (which was one of the earliest in the country) that aimed to demonstrate to the public what an eco house may look like and what elements it may contain.

This report proposes that the Council develop a Housing Strategy, which will investigate these roles and develop a framework to address housing issues and provide direction to the Council for future work in the housing area. The estimated date for completion of the strategy is early 2006.

STRATEGIC CONTEXT

Housing is an area that gives effect to many of the Council's strategic goals as it can have social, cultural, and economic, and environmental impacts. Housing can impact on the vitality and desirability of a community, and it can affect peoples' health, well-being, sense of community and belonging. Therefore, most of the Council's strategic priorities are relevant to housing, such as 'sustainable development', 'safe city', 'lifelong learning' and 'first call for children'.

Of further strategic importance when considering the Council's activities in this area, are two of the nine outcomes for sustainability, namely: 'urban and rural villages': by ensuring people have choices in housing, and 'strong communities': by supporting the health and wellbeing of the community.

ISSUES

The Role of the Housing Strategy

The Housing Strategy will provide a framework to address housing issues particularly at a local level, but will also assist work at regional and national levels. It will provide direction for the Council in its future work in housing and improve the ability of the Council to respond to housing issues and needs within Waitakere.

The strategy will offer a vision, goals and objectives, and will be accompanied by an action plan that sets out a future work programme in the housing area. The action plan will focus mainly on projects that could be implemented in the short-term (1 - 3 years), but also consider the medium term (3 - 5 years), and long-term (5+ years).

Key stakeholders, community groups and organisations will be engaged throughout the development of the strategy. This collaborative way of working will improve the chances that the community are supportive of the end result and the subsequent action plan.

Scope of the Housing Strategy

The scope, goals and objectives of the strategy will be determined by May 2005. This will involve consultation with council staff, councillors, and external stakeholders. The strategy could apply to all of the Council's roles in respect to housing, or alternatively, it could focus upon certain roles, where direction is most needed.

A key part of the strategy will be to provide direction on the role of the Council as a 'provider' of housing. The Council currently owns 12 sites (with 335 units that are rented to older people). These properties are now dated and outmoded in all cases. These assets offer opportunities to the Council should it wish to examine them further, such as the possibility of redevelopment. This housing portfolio is discussed in a separate report to this Committee meeting.

The strategy will also help the Council to address issues about affordable and sustainable housing within Waitakere City, in the face of rising property values, increased demand for housing due to a growing population, and the need to reduce running costs (like fuel bills).

Benefits of a Housing Strategy

The benefits to the Council of having a Housing Strategy with an accompanying action plan, include the following:

1. Provide direction on housing related activities -
 - Help to emphasise the need for good quality housing which will bring about social, environmental and economic benefits.
 - Help to enhance the well-being of residents, including aspects around health, education, safety, and general outlook with an emphasis on good quality housing.
 - Assist policy decisions, such as examining the Council's role as a provider of social housing.
 - Provide a platform from which to write submissions or advocate.
 - Help to choose which opportunities, projects and initiatives to become involved in and why (for example joint ventures).
2. Help to secure funding -
 - Provide good basis from which to apply for external funding applications.
 - Could improve likelihood of obtaining funding.
 - Act as a tool to leverage funds from partnerships.
 - Strengthen the Council's case if it chooses to apply for Housing New Zealand's fund of \$63 million to help councils and third sector agencies provide good quality, affordable housing. Applicants are expected to have a housing strategy setting out their aims and objectives.
3. Energise the Council and the community -
 - The release of the Housing Strategy and action plan will energise the Council and the community in their housing work.
 - The action plan will provide a sense of purpose and clear direction to those working in the housing area.
 - Projects will roll out when the strategy takes effect.
4. Improve the Council's delivery of housing related services in Waitakere City -
 - Will focus on what needs to be done now in the housing area.
 - Will focus on likely future needs and wants in the housing area.
 - The action plan will constitute a work programme that the Council can seek to implement with the help of the community.
5. Identify further areas for research -
 - Will identify areas where further research is needed to benefit the work of the Council and the City.
 - Projects could emerge from the research needs.

The Proposed Work Programme

In tandem with the development of the Housing Strategy, existing projects will continue to be implemented which will help inform work around the strategy. Such initiatives include the construction of the 'Now' House by the Beacon Pathway Consortium, the Tool for Urban Sustainability Code of Practice to assess energy efficiency of buildings, Earthsong Eco-Neighbourhood housing in Ranui, and the EcoMatters Environment Trust led projects.

The Housing Strategy will take approximately 10 months to develop and the intention is to have it completed early in 2006. A collaborative approach will ensure that internal and external key stakeholders in the community are consulted throughout the process.

Delivery of these existing projects and initiatives will ensure there are some 'early wins' on the ground and that the Council remains an active and influential player within the housing arena.

The proposed steps involved in developing the strategy are outlined below.

Key steps	Likely timeframe
Determine scope, vision and goals	April - May 2005
Gather useful background information	April - May 2005
Identify issues and potential actions	June - July 2005
Report progress to Committee	August 2005
Draft strategy and action plan to Committee	October 2005
Consultation with key stakeholders and public	November - December 2005
Final strategy and action plan	February 2006

RESOURCES

The cost of developing the strategy, including an extensive consultation programme and staff time is allocated in the 2004/2005 budget.

CONCLUSION

This report suggests that the development of a Council Housing Strategy and accompanying action plan will be of great benefit to Council, as it will provide a framework to address housing issues and improve its ability to respond to housing issues and needs within Waitakere City. The existence of a strategy may help to secure funding from central government in the housing area and the action plan will set out a clear work programme for Council's activities.

RECOMMENDATIONS

1. That the Housing Strategy report be received.
2. That the City Development Committee endorses the development of a Housing Strategy.

Report prepared by: Zoe Cuming, Senior Analyst: Social Policy.



WAITAKERE INFORMATION ACCESS PROJECT - UPDATE ON THE CITY PORTAL

PURPOSE OF THE REPORT

The purpose of this report is to provide the City Development Committee with an update on the operations and development of Waitakere Online, and to provide the committee with options for the governance of the Portal over the next 12 months. This report also provides the committee with an update on Council's wider strategy for the Waitakere Information Access project and the consultation that is proposed through the Long Term Council Community Plan to determine community needs and whether an expansion of the programme is required.

BACKGROUND

Waitakere Online Portal

The Waitakere Online Portal was officially launched on 16 July 2004 by Mayor Bob Harvey and the Waitakere Member of Parliament, Lynne Pillay. On that same day www.waitakereonline.co.nz was launched on the World Wide Web.

Council resolved to financially support the development of the Portal through the 2003/2004 Annual Plan process. This support included the provision of the necessary infrastructure to build a host portal, software, technical development support, and the creation of a part time position for a web content publisher to obtain and maintain content for the site on a regular basis during this period. Council agreed that this support would be for the development and management of the site through the 12 - 18 month incubation phase, commencing from the official launch date.

Interim Governance

In April 2004, Council resolved to adopt an initial operational and governance structure for the management of the Portal during this incubation phase. This structure comprised of Council hosting the site on a purpose built and stand-alone server. Council resolved that this site would provide linkages to externally managed sites, as approved by an Editorial Board. It was decided that both Council and the Board would continue to develop Council policies for linkages between a Council hosted web site and externally controlled sites. Council resolved that the initial Editorial Board would comprise of an elected member, key Council staff, and community representatives, and would govern this site during the incubation phase:

- “1. *That the Waitakere Online Progress Report be received.*
2. *That Council adopts an initial governance and operational structure for the City Web Portal during the start-up phase whereby a Council hosted and managed site will provide linkages to external sites, and that Council continues to develop policies for linkages between a Council hosted City Web Portal and externally controlled web sites.*
3. *That further discussions be held between Council and external stakeholders on the long-term governance of the City Web Portal, and that a report on these matters be taken back to the City Development Committee after the Beta-site prototype model is launched and further stakeholder consultation on these issues has been undertaken.*
4. *That an editorial board be established with responsibility for approving content on the portal, approving links to other site being established and approving the disestablishment of links to other sites within the framework of any terms of reference the Council may set from time to time.*

5. *That the development of a Memorandum of Understanding with the Work Raft Trust, subject to their agreement, to set out common objectives and ways in which Council and the Trust will work together to further Information Communication Technology related goals for the City be approved, and that this model be used as a basis for developing relationships between Council and other external entities working in the Information Communication Technology area as required.*
6. *That the Memorandum of Understanding be reported back to the City Development Committee for approval before execution.*
7. *That once the Portal and the Memorandum of Understanding have been established, a report be brought back to the City Development Committee on the management of Council's ongoing activity in the Information Communication Technology/Waitakere Online area, including other possible relationships with external entities, possible Information Communication Technology initiatives, work programmes with external entities and examination of the need for the on-going existence of the EcoTech Working Party."*

564/2004

A62-A63

Since the launch of the Portal, links to external web sites have increased and statistics demonstrate that the site is being used by the community with an average of 2,000 visits per month or 73 hits per day in the months of December 2004 to February 2005. Public requests for future development features and improved functionality have also been considered and collated by the Editorial Board, and are attached at pages A62 to A63.

Over the past six months the Editorial Board has continued to meet on a monthly basis to consider external requests to link to the Portal. They has also assisted Council staff in completing the Waitakere Online Strategy, policies to support this strategy, and the Waitakere Online Editorial Board procedures. Since the last report on the Portal was taken to this committee, the only change to the structure of this board has been that the elected member representative (and chairperson of the board) was not re-elected in the 2004 Local Body Elections. This representative was no-longer able to represent Council on this board and the group elected the community representative, Mr Andy Williamson, to be the chairperson of this board. Governance issues are discussed later in this report.

Consultation & Development

A public stakeholder workshop was held on 19 November, 2004. The purpose of this workshop was to gauge opinions from the business community and a wide range of community groups on how the site should develop, and to obtain a clear mandate from the community on what they want to see Council do in providing ongoing support for this project. The attendees at the workshop suggested that both business and community groups want to see the site expand and develop. When asked to consider how the site should operate it was generally considered that the site should eventually be managed by an external governance structure. They suggested that such a structure would still require funding from Council as a key stakeholder and sponsor, and that external funding would also be sought to support development and expansion.

The stakeholders also considered that the site maintenance and promotion should continue to be undertaken by Council staff.

Waitakere Information Access Strategy

The draft Waitakere Information Strategy was considered by the committee in September 2002. This Strategy provided a framework for the wider work programme, outlining Council's primary role, objectives and a strategy for implementation of this programme. Council resolved to approve this strategy in 2000:

Council staff are in the process of reviewing this strategy, based on new demands that have arisen through changes in technology and informal community feedback. Council staff will be consulting with the community during the April / May Long Term Council Community Plan consultation programme about whether their needs for Information Communication Technology infrastructure, access and information have changed since this strategy was developed. The feedback from these sessions will be used to update and amend the draft strategy. The final draft will be taken back to this committee in June, and will be taken out for public consultation when approved in draft form by Council.

STRATEGIC CONTEXT

A City Portal, developed in partnership by Council, business and the community, supports Council's strategic platforms and priorities of Integrated Transport and Communication, Strong Innovative Economy, Strong Communities and Lifelong Learning. It also supports Council's policy objectives around access to Information Communication Technology. Council's partnerships with external parties in developing communications infrastructure, technologies and skills to access this infrastructure, supports Waitakere's businesses and communities, and has the potential to have an important role in the social and economic development of the City.

The City Web Portal Project and the formation of partnerships with external groups, who are initiating and progressing Information Communication Technology projects, sit within the work being undertaken as part of the Waitakere Information Access Programme. The vision of this programme, which was outlined in the original draft Strategy, is to improve Information Communication Technology infrastructure and services necessary to support Council's goals and priorities for developing Waitakere as an EcoCity. The programme involves working toward this vision by providing improvements to Information Communication Technology infrastructure within the City to facilitate ongoing sustainable economic growth, and by enabling the people, business and communities of the City to take maximum advantage of communications technologies to improve social and economic wellbeing.

ISSUES

Options for Governance

After nine months in operation, in accordance with the process for review outlined in the Waitakere Online Strategy, and in light of the feedback from the consultation workshop in November, the Editorial Board consider that it is now appropriate to review the interim governance structure to ensure that it is able to deliver the vision for the Portal.

The options for governance are to retain the current structure (Council management and governance with community input) or to investigate options for shifting the governance of the Portal to an external entity. The options are outlined in the table below:

Advantages	Issues	Other Matters
Option A: <u>Existing Governance Model</u> to remain in place (Review possible at some future point)		
<ul style="list-style-type: none"> • Opportunity to allow Portal to continue to establish itself as a known community resource, while a secure governance structure and guaranteed funding stream is in place. • Council have the ability to monitor and secure known outcomes from investment in hardware, software and the full time Portal Administrator. 	<ul style="list-style-type: none"> • Public consultation has revealed that the following are the public's key demands for expansion of the Portal: • Web Hosting • Customisation • Business Directory • Council funding to support Portal should be limited to maintenance and expansion of links during the incubation phase. • Potentially expensive exercise for Council to fund further development. 	<ul style="list-style-type: none"> • Potentially difficult to explore partnerships to obtain external funding when site is 100% owned by Council. • Editorial Board would continue to control content – therefore any issues around Council censorship of content should be resolved. • This model would seek the expansion of current Editorial Board to ensure that the site is monitored by a wider representation on the board of cross sections of the community.
Option B: <u>External Governance Structure</u> (if opted for, would be implemented gradually).		
<ul style="list-style-type: none"> • Potential for better community “buy-in” and more transparent community ownership – unique when compared with other Portal sites around the world. • Project able to obtain external funding from philanthropic trusts to support development and expansion of the site. 	<ul style="list-style-type: none"> • Potentially unstable governance structure when site is still in its incubation period & Council investment in this project is high. • Risks around external entity being able to secure external funding to expand Portal & its functionality. In which case, potential public expectations to expand may not be met. • Risks to Council providing funding for maintenance and management as the Portal's key stakeholder whilst relinquishing control over governance. 	<ul style="list-style-type: none"> • Should the structure fail to achieve the level of community support and funding that it anticipates, the responsibility for governance would be returned to Council and Waitakere Online would be merged into an expanded Council web site. • This model would also seek the expansion of current Editorial Board to ensure that the site is monitored by a wider representation on the board of cross sections of the community.

While the Editorial Board has raised the issue of the need to move to a community-led form of governance, the view of Council staff is that such a move is premature, and may not be in the best interests of the portal long-term. Many of the successful examples of portals elsewhere are Council led and controlled, particularly where Council significant resources are utilised. It is proposed that the existing governance and management structures remain in place, while portal expansion and development is more fully defined and the advantages of moving to an alternative governance structure are identified in more detail and closely examined. This will ensure integrated and controlled application of Council resources to the project.

Other issues have been identified as follows:

Maintenance & Management Issues

- Funding has been provide through the 2005/2006 Draft Annual Plan process for a dedicated position of Portal Administrator to promote the site, drive its daily management, and liaise with community groups who wish to be connected to the Portal on line. Should the governance of the Portal shift outside of Council, this position would be continued to be contracted to undertake this work using Council's infrastructure and on behalf of the external entity.
- The Editorial Board have recognised that their current membership only represents a small cross-section of the Waitakere community. They are seeking the nomination of a new elected member to represent Council on the Editorial Board. They are also seeking representation from the Project Manager of the Waitakere Information Access Project, a new representative from the business community, and a representative from the West Auckland Council of Social Services.

Promotion of the Portal

- Ongoing promotion of the site through media articles, advertisements, and targeted workshops with key user groups will be essential for the site to continue. Council have a role in maintaining momentum and promoting the site as the homepage of choice for local users.

Expansion of the Portal

External stakeholders have indicated that they would like to see the Portal's functionality expanded to accommodate the following -

- A calendar of local events.
- Hosting of not for profit Web sites and in particular the West Auckland District Council of Social Services site.
- A degree of customisation so that individual's view of the site can be altered according to visual impairment, cultural diversity, and / or special interests.
- The creation of a comprehensive local business directory that is free to all users.

Further consultation with stakeholders will be needed to determine the extent of web hosting sought, ie. some organisations may seek the hosting of a web page on an established site. Consultation is also needed to determine the degree of customisation that most users are seeking. This consultation will be undertaken via the Portal's home page and through electronic communications with user groups. Once needs are clearly determined a business analyst will determine the costs associated with these requirements and an update report will be taken back to this committee.

The creation of a business directory has been identified as a specific project that could be outsourced and sponsored by an appropriate external agency. Once the user needs have been clearly established, a report will be taken back to this committee to approve expansion projects, associated costs, and options to fund these tasks.

RESOURCES

As addressed in the Background section above Council approved funding for the establishment of the Portal, which included the purchase of the hardware and software necessary to host and develop the site and a part time staff resource to input the original web content.

Funding is provided in the 2005/2006 Draft Annual Plan process to continue the expansion and development of this site as follows:

Resource Requirement	Budget
Full time Portal Administrator to maintain and promote the site, and to explore operations for expansion.	\$60,000
Funding for software development for future expansion, as defined through community consultation.	\$80,000

In order to ensure that this project will continue to succeed and gain momentum to reach its long term goals, Council will need to approve these resources.

Should the site continue to be governed under its current structure (Option A), Council may need to explore options for obtaining external funding to support the community's requirements for the expansion of the Portal in the long term. Options to obtain such funding that have been discussed by the Editorial Board are as follows:

- Private Funding; ie. Sponsorship and the sale of advertisements on the Portal's pages.
- Funding from External Projects that have a collaborative link with Council; ie. SPW, RAP and West Auckland District Council of Social Services.
- Philanthropic Funding; ie. The Waitakere & Portage Licensing Trusts, ASB, Lion Federation, other funders.

A report will be taken back to Council to explore these options further once further work has been undertaken.

CONCLUSION

The Waitakere Online Portal will require ongoing investment from Council and continued community support. It is considered appropriate that Council retain 'ownership' of the site while it is still in its establishment phase. However, once the existing governance structure has been in place for a significant testing period, and has been expanded to represent all stakeholders, Council may wish to further consider the governance of the site and its future development.

In maintaining this structure Council should support the expansion of the Board to include an elected member, an additional Council staff representative, a representative from the business community, and a representative from West Auckland District Council of Social Services who hold links to a wider community network.

This work fits within the wider Waitakere Information Access programme, which will be amended once it has been taken through a wider programme of public consultation, and the community's needs for Information Communication Technology infrastructure, access and content have been determined.

RECOMMENDATIONS

1. That the Waitakere Information Access Project: Update on the City Portal report be received.
2. That the continued governance of the Portal under the existing structure be approved.
3. That the expansion of the existing Editorial Board to include:
 - an elected member;
 - Council's Project Manager E-Infrastructure;
 - representatives from West Auckland District Council of Social Services and the business community (to be approved by the Waitakere Online Editorial Board);be approved.
4. That it be recommended to Council that an elected member be appointed to represent Council on the Editorial Board.
5. That the governance of the Portal be further reviewed by the Committee early in 2006 in line with other work required for decision-making as part of the Long Term Council Community Plan.

Report prepared by: Rochelle Edwards, Project Manager: Strategic Projects Group.



13 DRAFT WAITAKERE CITY-WIDE ALCOHOL STRATEGY

This report was not available at time of printing and will be circulated separately.



14 JOINT REGIONAL SUBMISSION ON THE DRAFT NEW ZEALAND SUSTAINABLE ENERGY DOCUMENT

This report was not available at time of printing and will be circulated separately.



ARTS AND EVENTS SPECIAL COMMITTEE

THE SPECIAL COMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS MEETING HELD ON WEDNESDAY, 9 MARCH 2005

MATTERS CONSIDERED

A64-A68
C9-C10

The Special 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 A64 to A68 and as set out on pages C9 to C10 in the Confidential Supplement, during the public excluded section of the meeting.

The Special Committee Recommends:

That the Meeting report of the Arts and Events Special Committee held on Wednesday, 9 March 2005 be received.

JP Lawley
CHAIRPERSON



16 **PROJECTS SPECIAL COMMITTEE**

THE SPECIAL COMMITTEE SUBMITS THE FOLLOWING REPORT OF ITS MEETING HELD ON WEDNESDAY, 2 MARCH 2005

MATTERS CONSIDERED

A69-A71
C11

The Special 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 A69 to A71 and as set out on page C11 in the Confidential Supplement, during the public excluded section of the meeting.

The Special Committee Recommends:

That the Meeting report of the Projects Special Committee held on Wednesday, 2 March 2005 be received.

RP Dallow, QPM, JP
CHAIRPERSON



PUBLIC EXCLUDED MATTERS

17 PROPOSED MEMORANDUM OF UNDERSTANDING WITH AMP CAPITAL INVESTORS (NZ) LIMITED

18 HOUSING FOR OLDER ADULTS

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

PROCEDURAL MOTION TO EXCLUDE THE PUBLIC

That the public be excluded from the following parts of the proceedings of this meeting, Proposed Memorandum of Understanding with AMP Capital Investors (NZ) Limited and Housing for Older Adults.

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

General subject of the matters to be considered.	Reason for passing this resolution in relation to the matters.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
<ul style="list-style-type: none"> • Proposed Memorandum of Understanding with AMP Capital Investors (NZ) Limited • Housing for Older Adults 	<p>The withholding of information is necessary in order to:</p> <ul style="list-style-type: none"> • enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). 	<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)(i) of that Act which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public as follows:

- *The reports contain information which if released could affect Council's negotiations.*

