



Waitakere City Council
Te Taiao o Waitakere

NOTICE OF MEETING

CITY DEVELOPMENT COMMITTEE

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

DATE: **Thursday, 8 December 2005** **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.

2 December 2005

Owena Schuster
COMMITTEE SECRETARY

Telephone (09) 836 8000 extn 8864

MEMBERSHIP:

Councillors	PA	Hulse (Chairperson)
	LA	Cooper (Deputy Chairperson)
	DQ	Battersby, JP
	PJ	Booth, OBE
	MFP	Chan, JP
	JM	Clews, QSO, JP
	RI	Clow
	AK	Corban, OBE, JP
	RP	Dallow, QPM, JP
	WW	Flaunty, QSM, JP
	DE	Gilmour
	JP	Lawley
	VS	Neeson, JP
	CA	Stone

Mayor RA Harvey, QSO, JP (ex officio)

(Quorum 5 members)

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

**AGENDA FOR A MEETING OF THE CITY DEVELOPMENT COMMITTEE TO BE HELD
IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,
ON THURSDAY, 8 DECEMBER 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 November 2005

RECOMMENDATION

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



4 PRESENTATIONS

A INVESTMENT MARKETING STRATEGY AND IMPLEMENTATION PLAN

At the City Development Committee held on Thursday, 7 April 2005, it was resolved:

“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.”

540/2005

Subsequent to this a contract has been awarded to Designworks Enterprise IG to undertake the preparation of a Waitakere City Investment Marketing Strategy and Implementation Plan. Geoff Suvalko and Neil Gaught from Designworks will make a presentation to inform the City Development Committee of their objectives, processes, and methodology in undertaking this work over the next six months.

B WAITAKERE TAG OUT TRUST

The Waitakere Tag Out Trust will make a presentation to update the City Development Committee on the Graffiti Management Programme.



5 NEW LYNN RAIL OPTIONS FUNDING

PURPOSE OF THE REPORT

The purpose of this report is to provide the City Development Committee with information regarding the New Lynn Rail Options Funding.

BACKGROUND

The Auckland Regional Transport Authority is undertaking a programme to double track the North Auckland Line from Britomart to Swanson by 2008.

A draft scoping report has been proposed by Opus Consultants for the Auckland Regional Transport Authority entitled “Stage 3 Duplication Avondale to New Lynn Concept Design.” This report was made available to Council on 6 October 2005 and Council was invited to provide comments by 31 October 2005. Given this timeline, it has not been possible to refer this issue to the Committee.

A report was presented to the City Development Committee on 3 November 2005 on the constructability of the proposed New Lynn rail options, and the following resolutions were passed:

- “1. *That the New Lynn Rail Options report be received.*
2. *That Auckland Regional Transport Authority be advised that Council’s preferred option for stage 3 of the North Auckland Line duplication should include under grounding of the rail line through New Lynn, to ensure integration of the redevelopment of New Lynn as a Regional Growth Centre and a multimodal transport hub.*
3. *That a further report be brought back to the City Development Committee meeting of 8 December 2005.*
4. *That Item 6: New Lynn Rail Options Presentation material presented by Darren Utting, Project Manager and Daniel Lambourne, Engineer, Synergine Group Limited while the public were excluded, remain confidential until further notice.”*

2129/2005

STRATEGIC CONTEXT

The double tracking of the North Auckland Line is a fundamental component of Council’s strategy to improve transport in the City and urban revitalisation of New Lynn.

ISSUES

There are a number of related issues that will also need to be considered, including the following:

- Advocacy
- Funding
- Timing

The overall timeframe is driven by the Auckland Regional Authority’s objective of completing the double tracking by 2008. It could be that this timeframe is unrealistic, given the complexities that arise from the configuration of the Newmarket Rail Station as this is essential to enable effective operation of 6 trains per hour, as envisaged in the double tracking programme.

With regard to funding a number of options are being explored including the following:

- Land Transport New Zealand funding, including the opportunity to fund a package of projects including the New Lynn Rail Under-grounding, transport interchange and roading improvements. As well, it is proposed to develop the cost benefit analysis in accordance with Land Transport New Zealand requirements and advocate for a “Regional” project that attracts a 70% subsidy rate.
- Targeted rates.
- Development Contributions.
- Income from commercial opportunities.
- A summary update will be provided at the Committee meeting.

RESOURCES

Funding has been provided in the 2005/2006 Annual Plan for the necessary planning to integrate the roading network, transport and urban design for New Lynn.

In addition, Council has approved additional funding of \$300,000 at its meeting of 16 November 2005 to progress this project.

CONCLUSION

There are a number of issues that need to be resolved to progress this project. The funding issue is to be progressed to enable Council consideration in the 2006/2016 Long Term Council Community Plan.

A further progress report will be submitted to the City Development Committee in February 2006.

RECOMMENDATIONS

1. That the New Lynn Rail Options Funding report and presentation be received.
2. That a progress report be brought back to the City Development Committee meeting scheduled to be held on Thursday, 9 February 2006 on the New Lynn Rail Undergrounding Programme.

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



6 UPDATE - PROCESS FOR THE REVIEW OF THE REGIONAL GROWTH STRATEGY

PURPOSE OF THE REPORT

The purpose of the report is to update the City Development Committee on the process for the review of the Regional Growth Strategy being discussed by the region. The Council will be required to inform the Regional Growth Forum in March 2006 their position with respect to the proposed process being outlined for reviewing the Regional Growth Strategy.

BACKGROUND

The Regional Growth Strategy was adopted in 1999 and is a regional undertaking by all Councils in the Auckland region, and the Auckland Regional Council for managing growth to 2050. The co-operative strategy was the first for the region and signalled the desire for all the Councils to work more closely together to resolve urban growth issues. It was envisaged the strategy would need to respond to changes over time and it was identified that review should occur every five years. It has now been over 5 years since the Regional Growth Strategy was adopted.

The review of the Regional Growth Strategy was initially discussed with the City Development Committee at a workshop on 6 October 2005. This session mainly focussed on the aspirations sought for the impending review and issues associated with the current Auckland Regional Growth Strategy.

A1-A16

The Auckland Regional Council have reported to the Regional Growth Forum meeting 9 November 2005 a suggested approach to review the Regional Growth Strategy which is now being considered by the region. A copy of that report is attached at pages A1 to A16. It contains detailed information on the background and context of the current Auckland Regional Growth Strategy, and identifies issues which the impending review should address.

The first agreement that is needed related to the process for the review of the Regional Growth Strategy.

STRATEGIC CONTEXT

The Regional Growth Strategy is a critical over-arching strategic document that supports how Waitakere City develops and accommodates growth. It is important that the Council has the ability to pursue its strategic objectives whilst meeting the requirements of the Regional Growth Strategy. Whereas the Strategy's imperative is to accommodate growth, Waitakere City Council's goals are to promote a sustainable and compact urban form that ensures people have choices in housing, transport, employment and recreation delivered through the strategic platforms of Strong Innovative Economy, Urban and Rural Villages and Integrating Transport and Communication. This will be achieved by taking into account and minimising environmental impacts with regard to the Green Network and Three Waters platforms. One of the priorities for the Council as the City aims to successfully manage future growth is to demonstrate ongoing progress towards Sustainable Development.

ISSUES

A1-A16

The process for the review of the Regional Growth Strategy was discussed at the Regional Growth Forum meeting 9 November 2005, and the report prepared by the Auckland Regional Council, attached at pages A1 to A16, was considered. The following resolutions were passed by the Regional Growth Forum (Minute W736-G06-01):

- "b. That the report be referred to Government and each Council as the basis for determining a preferred approach to the review of the Regional Growth Strategy. That the report also be referred to Northland Regional Council and Environment Waikato.*
- c. That each Council report its position on the review of the Regional Growth Strategy to the next Growth Forum meeting.*
- d. That the Forum endorse integrating the review of the Regional Growth Strategy with the Regional Land Transport Strategy, the Auckland Regional Economic Development Strategy Strategy and the Business Location Strategy.*
- e. That the review of the Auckland Regional Growth Strategy be carried out as expeditiously and economically as possible.*
- g. That once the position of the Government and each Council on the review of the Auckland Regional Growth Strategy is available, officers develop a project plan for the Forums consideration.*
- h. That the Regional Growth Forum recognises that the expeditious review of the Auckland Regional Growth Strategy will not impede progress with the changes to the regions planning documents under the Local Government (Auckland) Amendment Act 2004 nor requests from the TAs to amend the Auckland Regional Policy Statement in accordance with the Resource Management Act."*

A6

The general approach being recommended by the Auckland Regional Council, as outlined in the report attached at page A6, suggests that the review of the Regional Growth Strategy be considered at 3 levels:

- **A REVIEW OF THE VISION, OUTCOMES AND PRINCIPLES OF THE CURRENT AUCKLAND REGIONAL GROWTH STRATEGY.** The first is a process that reviews the vision, principles and outcomes of the current Auckland Regional Growth Strategy. The focus should be on determining whether these are still relevant and whether there are any gaps, for example, do the existing 16 outcomes encompass all the elements of sustainability. The aim of this part of the review would be to adopt a vision and a small number of outcomes for the region which provide an overarching regional framework which would inform and link all other regional strategies.

- **A REVIEW OF THE LAND USE / INFRASTRUCTURE ISSUES.** The second component is a review of the spatial “Growth Concept” within the current Strategy. This would deal with land use, development and infrastructure matters and would be integrated with the Regional Land Transport Strategy, and informed by Auckland Regional Economic Development Strategy and current Growth Forum work around business matters. This process will take time; involve technical inputs, scenario development and testing. It is also likely to be the area which is the most contentious as it is the area where the current compact intensifying city model versus alternative models would be debated. This component will also need to take into account the Local Government (Auckland) Amendment Act 2004 plan changes to the regions planning documents (Auckland Regional Policy Statement and local authority District Plans), which are also addressing the spatial elements of the existing Auckland Regional Growth Strategy.
- **A REVIEW OF IMPLEMENTATION ISSUES.** The third component focuses on addressing how the reviewed strategy will be implemented. Whether the reviewed strategy that emerges is a refinement of the existing one or is fundamentally different, the key to its success will be in its implementation. This component of the review would include a review of the Sector Agreements. It should be noted that while the review is underway implementation of the existing strategy would still continue.

In principle, it is recommended to support the approach being suggested by the Auckland Regional Council as the process will embrace a review across the three major components which underpin the Auckland Regional Growth Strategy.

The most significant issues arising from the initial regional discussions on the Regional Growth Strategy review are that Councils are expressing differing interpretations of what the principles of the existing Regional Growth Forum mean and how these are being translated on the ground. The process identified will ensure the visions, outcomes and principles are reviewed and that there is an agreed understanding developed which will underpin the spatial and implementation components.

At this stage the Regional Growth Forum is seeking feedback from Councils across the region to the process to undertake the review. It is also recommended that the Council seek to reconfirm their position with respect to supporting the existing regional goals of the current Auckland Regional Growth Strategy to accommodate growth through consolidation and intensification of town centres, public transport nodes and corridors, and growth nodes for both existing and proposed future urban areas. It is also recommended to advocate that the review of the Auckland Regional Growth Strategy address the need for a balanced distribution of business land across the region recognising the need to accommodate growth for economic development and business in order to balance the growing residential population with more employment opportunities, and to make the most efficient use of the transport network.

It will be important for the Council to develop their understanding of what sustainability and accommodating growth means so this can be incorporated into the Regional Growth Strategy review process with the region. It is recommended to explore developing this further through internal workshops with the Council in 2006.

The Committee also needs to be aware that, under the guidance of the Chief Executive Officer forum, work is underway examining options for developing a Long Term Framework for sustainability in the Auckland Region. There are clear overlaps with the development of this framework and with the proposed review of the vision, principles and outcomes of the current Auckland Regional Growth Strategy. There is a strong likelihood that the development of a Long Term Framework and the review of the Auckland Regional Growth Strategy vision, principles and outcomes could be combined. It is intended officers will report back to the Committee early in 2006 regarding the regional Long Term Framework project, and how this will align with the Regional Growth Strategy review

RESOURCES

At this stage there has not been a detailed project plan developed and therefore it is not clear what will be the resourcing requirements for each of the local authorities associated with the Regional Growth Strategy review. However, Auckland Regional Council officers have signalled that the Auckland Regional Growth Strategy review will be a reasonably involved process and will require Councils to review their budgets associated with regional growth strategy related work for 2006/2007. It is the desire of the Auckland Regional Council that the review be significantly completed prior to the next election cycle in 2007.

CONCLUSION

It is recommended that the Council support in principle, the approach being suggested by the Auckland Regional Council to review the Regional Growth Strategy which proposes a process to:

- Review the vision, outcomes and principles of the current Auckland Regional Growth Strategy.
- Review of the land use/ infrastructure issues.
- Review of implementation issues.

It is also recommended that the Council reconfirm its support of the goals of the current Auckland Regional Growth Strategy given this aligns with the draft Waitakere Growth Management Strategy and associated strategic platforms. It will be important the Council develops their understanding of what sustainability and accommodating growth means, so this can be incorporated into the Regional Growth Strategy review process with the region.

RECOMMENDATIONS

1. That the Update - Process for the Review of the Regional Growth strategy Report be received.
2. That the Council supports the approach recommended by the Auckland Regional Council to 9 November 2005 Regional Growth Forum meeting (report attached at pages A1 to A16) when reviewing the Regional Growth Strategy.
3. That the Council supports the recommendations passed by the Regional Growth Forum 9 November 2005 (refer Minute W736-G06-01) with respect to the process for the review of the Regional Growth Strategy as outlined below:

- "b. That the report (attached at pages A1 to A16) be referred to Government and each Council as the basis for determining a preferred approach to the review of the Regional Growth Strategy. That the report also be referred to Northland Regional Council and Environment Waikato.*
- c. That each Council report its position on the review of the Regional Growth Strategy to the next Growth Forum meeting.*
- d. That the Forum endorse integrating the review of the Regional Growth Strategy with the Regional Land Transport Strategy, the Auckland Regional Economic Development Strategy Strategy and the Business Location Strategy.*
- e. That the review of the Auckland Regional Growth Strategy be carried out as expeditiously and economically as possible.*
- g. That once the position of the Government and each Council on the review of the Auckland Regional Growth Strategy is available, officers develop a project plan for the Forums consideration.*

A1-A16

A1-A16

- h. That the Regional Growth Forum recognises that the expeditious review of the Auckland Regional Growth Strategy will not impede progress with the changes to the regions planning documents under the Local Government (Auckland) Amendment Act 2004 nor requests from the TAs to amend the Auckland Regional Policy Statement in accordance with the Resource Management Act.”*
4. That the Council support the goals of the current Regional Growth Strategy to accommodate growth through the consolidation and intensification of town centres, public transport nodes and corridors, and growth nodes for both existing and proposed future urban areas.
 5. That the Council advocate for, as part of the Regional Growth Strategy review, a balanced distribution of business land across the region recognising the need to accommodate growth for economic development and business in order to balance the growing residential population with more employment opportunities, and to make the most efficient use of the transport network.
 6. That the Council seek to develop its understanding of sustainability and accommodating growth through an internal workshop process in 2006, so this can be incorporated into the Regional Growth Strategy review process with the region.

Report prepared by: Vanita Ranchhod, Acting Principal Advisor Urban Policy.



7 UPDATE - NORTHERN AND WESTERN SECTOR AGREEMENT REVIEW

PURPOSE OF THE REPORT

The purpose of the report is to update the City Development Committee on discussions with the Northern & Western Sector Partners (North Shore City, Rodney District and Auckland Regional Council) with respect to reviewing the existing Northern and Western Sectors Agreement 2001.

BACKGROUND

The Council submitted a package of proposed District Plan changes as part of the Local Government (Auckland) Amendment Act 2004 provisions which we refer to as Waitakere's Growth and Transportation Integration Programme. Part of the Council's package of plan changes included applications to shift the Metropolitan Urban Limit at Massey North, Hobsonville Village and Hobsonville Airbase. When the information for the Metropolitan Urban Limits applications was being prepared, it was identified to seek to review and amend the existing Northern & Western Sector Agreement 2001 as there were some changes deemed necessary regarding sequencing of proposed urban areas, and location of Metropolitan Urban Limits boundaries.

Council resolved at its meeting held on Wednesday, 17 November 2004:

“That Council works with the North Shore City Council, Rodney District Council and the Auckland Regional Council to review the Northern and Western Sectors Agreement on the following basis:

- a. Council to advocate and seek support for the proposed amendment to the Metropolitan Urban Limit location and associated sequencing of land releases within the northern part of Waitakere City, as outlined within the report and as set out in Appendices 12, 13, 14 and 16 in the “Waitakere’s Growth and Transportation Integration Programme - A Response to the Local Government (Auckland) Amendment Act 2004: Supporting Draft Technical Reports;*
- b. The review to be completed within twelve months of changes notified through the Local Government (Auckland) Amendment Act 2004.”*

2078/2004

Subsequent to this, specific Council appointments for the Northern and Western Sectors Agreement Working party were made at the Council meeting held on Wednesday, 15 December 2004:

- “2. That Cr Stone be appointed to the Northern and Western Sectors Agreement Working Party with Cr Hulse as the alternate representative and that Cr Chan attend the meetings as a support representative.”*

2338/2004

It is noted that the expectation for the review of the Waitakere components of the Northern & Western Sector Agreement 2001 be completed 12 months after the Local Government (Auckland) Amendment Act 2004 plan changes were notified. This would in effect be March 2006 as it was intended to try and complete the review before the associated hearings process commenced. It is also important to note that endorsement of changes to Northern & Western Sector Agreement 2001 can only be made with the agreement of all the Sector Partners.

STRATEGIC CONTEXT

The Sector Agreements are a key implementation component of the Auckland Regional Growth Strategy 1999 and address how local authorities propose to accommodate growth. The Northern and Western Sectors Agreement 2001 sets out how the allocated growth capacities for this sector (encompassing Rodney District, North Shore City and Waitakere City) can be accommodated in appropriate locations, with the form and sequencing of development being identified through until 2021.

Waitakere City seeks to accommodate growth through a sustainable and compact urban form that ensures people have choices in housing, transport, employment and recreation through the Strong Innovative Economy, Urban and Rural Villages and Integrated Transport and Communications strategic platforms. This will be achieved by taking into account and minimising environmental impacts with regard to the Green Network and Three Waters platforms. One of the priorities for the Council as the City aims to successfully manage future growth is to demonstrate ongoing progress towards sustainable development.

ISSUES

The regional growth forum representatives from Rodney District, North Shore City and Waitakere City (known as Northern and Western Sector Partners meetings) have met over 2005 to discuss issues common to all the Councils. It is noted this has not necessarily been limited to discussions on the Northern and Western Sectors Agreement. In recent months the North-West Business Futures Forums have been the focus of the political discussions and particularly where common issues are being identified and how the Councils can work together to address these issues more effectively. The Northern & Western Sector Partners meetings have now been formalised with Auckland Regional Council Councillors who represent Rodney District, North Shore City and Waitakere City also invited to attend. There will be regular meetings scheduled for 2006 now that the Regional Growth Forum meeting schedule has been approved.

There has been specific discussion with the Sector Partners regarding Waitakere reviewing and updating information contained in the existing Northern and Western Sector Agreement 2001. Key issues that impact Waitakere advancing this are:

- There will be a review of the Regional Growth Strategy undertaken across the region involving a review of the implementation components. That will include a comprehensive review of all the Sector Agreements. Information on this issue is covered in more detail in the agenda report "Update - Process for the Review of the Regional Growth Strategy" which is also on the City Development agenda.
- Ideally the Council would have sought to amend the components of the Northern & Western Sector Agreement 2001 that required updating to align with Waitakere's proposed GTI package of plan changes, prior to them being publicly notified. The timeframes associated with the Local Government (Auckland) Amendment Act 2004 legislation; in particular that plan changes be notified by 31 March 2005 did not allow sufficient time to do this. Auckland Regional Council officers have advised it would be difficult for a formal decision from the Auckland Regional Council to support the amendments Waitakere would be seeking to make to the Northern & Western Sector Agreement 2001 given they are associated with the current Metropolitan Urban Limits applications that have been lodged. Essentially they would not be able to endorse changes until after a formal decision has been made by the joint hearings panel considering the Metropolitan Urban Limits applications.

There are fundamental issues for Waitakere to try and formally seek to review the Northern & Western Sector Agreement 2001 given we have already commenced the statutory process for shifting the Metropolitan Urban Limits. After discussion with the Sector Partners it was considered more appropriate to use the Local Government (Auckland) Amendment Act 2004 statutory submissions and hearings process to address issues relating to Waitakere's proposed package of plan changes, in particular that the plan changes are consistent with the intent of the existing Northern & Western Sector Agreement 2001. The Council should note that the notification and determination of Waitakere's Local Government (Auckland) Amendment Act 2004 plan changes will have the effect of modifying the existing Northern & Western Sectors Agreement 2001.

The review of the Regional Growth Strategy will incorporate a comprehensive review of the implementation components which will include the Northern & Western Sectors Agreement 2001. Therefore it is recommended that detailed review of the Sector Agreement should be undertaken as part of that process and that will involve all the Councils. It should be noted that it is unlikely the review of the Sector Agreements will necessarily be completed ahead of the Local Government (Auckland) Amendment Act 2004 hearings process which includes Waitakere's Metropolitan Urban Limits applications and associated District Plan changes.

Therefore its is also recommended that Council seek to inform the Regional Growth Forum of Waitakere's Northern and Western Sector Agreement issues prior to the commencement of the Local Government (Auckland) Amendment Act 2004 hearings in 2006. This would allow the opportunity to explain why timeframes around the Local Government (Auckland) Amendment Act 2004 process did not allow time to formally amend the Sector Agreement. It will also provide the opportunity to update the Regional Growth Forum on the key components that Waitakere had identified needed to be updated.

RESOURCES

The detailed review of the Northern & Western Sector Agreement will be a component of the Auckland Regional Growth Strategy review, which is programmed over a longer timeframe. Therefore there will be no requirement for additional resources to that which have been identified in the current Annual Plan.

CONCLUSION

The Council has been exploring with the Northern & Western Sector Partners (Rodney District, North Shore City and Auckland Regional Council) to update the Waitakere components of the existing Northern & Western Sectors Agreement 2001 so that it better aligns with the Metropolitan Urban Limits applications that have been notified as part of the Local Government (Auckland) Amendment Act 2004 package of plan changes. After discussion with the Sector Partners it was considered more appropriate to use the statutory submissions and hearings process to address issues relating to the existing Northern & Western Sectors Agreement 2001.

RECOMMENDATIONS

1. That the Update - Northern and Western Sector Agreement Review report be received.
2. That Council acknowledge the impending review of the Regional Growth Strategy will incorporate a comprehensive review of the implementation components which will include the Northern & Western Sectors Agreement 2001.
3. That Council notes that the notification and determination of Waitakere's Local Government (Auckland) Amendment Act 2004 plan changes will have the effect of modifying the existing Northern and Western Sector Agreement 1991.
4. That Council inform the Regional Growth Forum of the process and policy implications for the Northern and Western Sector Agreement 1991 relating to the matters outlined in this report.
5. That the Council continue to support the Northern and Western Sector Partners meetings involving Waitakere City, Rodney District, North Shore City and Auckland Regional Council with Councillor Stone as the appointed Regional Growth Forum representative and Councillor Hulse as the alternate representative.

Report prepared by: Vanita Ranchhod, Acting Principal Advisor Urban Policy.



8 GROWTH AND TRANSPORT INTEGRATION PROGRAMME - UPDATE

PURPOSE OF THE REPORT

The purpose of this report is to update the City Development Committee progress on the shifting of the Metropolitan Urban Limits at Massey North, Hobsonville Village and Hobsonville Airbase, and specifically on the Auckland Regional Council's decision on the information provided by Waitakere City on 31 August 2005.

BACKGROUND

The Metropolitan Urban Limits shift is part of Waitakere's Growth and Transportation Integration Programme and aims to create intensively developed sustainable employment focussed centres around each of the three new motorway interchanges developed as part of the State Highway 16 and 18 project.

The Metropolitan Urban Limits sets the boundary for urban development in the Auckland region. In Waitakere City the Metropolitan Urban Limits currently runs along Hobsonville Road. The Regional Growth Concept 2050 (developed as part of the Auckland Regional Growth Strategy 1999) indicates the area immediately north of Hobsonville Road as an area for future urban growth. The Metropolitan Urban Limits will need to be shifted to enable development to occur in this area.

All Councils in the Auckland region are required to align their strategic planning documents with the Auckland Regional Growth Strategy 1999. In addition the Local Government (Auckland) Amendment Act 2004 seeks to integrate land uses and transportation, especially in relation to intensification and key transportation initiatives. This must be done in order to secure the additional Central Government funding of \$1.6 billion towards major infrastructure projects for the region. The Local Government (Auckland) Amendment Act 2004 also stipulates that the changes required to the various planning documents be notified no later than 31 March 2005.

The Local Government (Auckland) Amendment Act 2004 legislation requires that the Auckland region's Territorial Local Authorities' strategic planning documents (District Plan) be changed to "give effect" to the Auckland Regional Growth Strategy. It allows for the Metropolitan Urban Limits to be shifted subject to the agreement of the Auckland Regional Council.

It was proposed to shift the Metropolitan Urban Limits in three areas: Hobsonville Airbase, Hobsonville Village and Westgate/Massey North. The areas are located next to motorway interchanges and are intended to be used primarily for employment activities. They will maximise the efficiency of the new motorway investment, provide local employment opportunities, and contribute to a balancing of peak daily commuter traffic across the region.

The Council resolved at it's meeting held on Thursday, 9 December:

- “2. *That the Council approve a draft application to amend the Regional Policy Statement by moving the Metropolitan Urban Limits to accommodate the Hobsonville Airbase Concept Plan area within the urban limits, as outlined in this report, to be lodged with the Auckland Regional Council for consideration and comment prior to finalisation of the application for public notification.*
4. *That the Council approve a draft application to amend the Regional Policy Statement by moving the Metropolitan Urban Limits to accommodate the Hobsonville Village Concept Plan area within the urban limits, as outlined in this report, to be lodged with the Auckland Regional Council for consideration and comment prior to finalisation of the application for public notification.*

6. *That the Council approve a draft application to amend the Regional Policy Statement by moving the Metropolitan Urban Limits to accommodate the Westgate/Massey North Concept Plan area within the urban limits, as outlined in this report, to be lodged with the Auckland Regional Council for consideration and comment prior to finalisation of the application for public notification."*

2320/2004

The Auckland Regional Council at its Special Meeting of the Regional Strategy and Planning Committee held on Monday, 7 March 2005 in turn resolved:

- "b *That the request by Waitakere City Council to the Auckland Regional Council in respect of the Auckland Regional Policy Statement Metropolitan Urban Limit be notified and progressed by the Auckland Regional Council under the Local Government (Auckland) Amendment Act 2004 on a without prejudice basis, subject to:*
- (i) *The Waitakere City Council addressing to the Auckland Regional Council's satisfaction by 31 August 2005 all outstanding matters, particularly those relating to the Waitemata Harbour catchment and integrating transport and urban form.*
 - (ii) *The public notice indicating that the Auckland Regional Council is yet to be convinced of the merits of the request and that there are outstanding matters that have to be addressed."*

STRATEGIC CONTEXT

The proposals developed for the proposed Metropolitan Urban Limits shift have focussed on delivering beneficial outcomes for the City, set within the strategic framework of sustainable development.

Waitakere City Council has long promoted the integration of urban form with transport corridors and intensification of development through its strategic direction, urban development strategy (now being updated as the Waitakere Growth Management Strategy) and Waitakere City's District Plan. The Local Government (Auckland) Amendment Act 2004 process offers the opportunity to further advance Council's strategic approach.

The Council has been implementing this strategy over a period of 10 years using a range of instruments including concept planning, regulation, investment in public buildings and spaces, and modelling good practice through Waitakere Properties Limited (eg. Harbourview on Te Atatu Peninsula).

Key strategic platforms which relate to the proposals are:

- the Urban and Rural Villages platform - and the focus on delivering vibrant town centres;
- the Strong Innovative Economy platform - and the focus on delivering quality local employment for Waitakere City residents;
- the Green Network platform - and the focus on retaining and enhancing the qualities of the natural environment within the areas proposed to become urban as well as the relief of development pressure on the non-urban areas such as the Waitakere Ranges and Foothills; and
- the Integrated Transport and Communication platform - focus on delivering sustainable urban form integrated with passenger and other transport networks in such a way that reduces vehicle trips, reduces the dependence on private motor vehicles, and supports alternative modes such as public transport, walking and cycling.

ISSUES

Waitakere City submitted a package of information to meet the Auckland Regional Council's requirements on 31 August 2005. Consideration of the information took place in confidential session of the Regional Strategy & Policy Committee on 15 November 2005. At the time of agenda closure, formal advice of the decision had not yet been received. The decision will be reported verbally to the meeting.

The composition of the Hearings Panel and dates for the Hearings have not been finalised. The Committee will be updated on the proposals. The earliest anticipated start is March 2006 with Hearings finalised by the end of the year.

RESOURCES

Waitakere's Growth and Transportation Integration Programme is being resourced by a cross-council team and some external consultants. Funding for this work is provided for from a range of contributing work programme areas within the current Annual Plan.

The Auckland Regional Council has now proposed a methodology for the joint regional Hearings Panel to hear this very complex package of plan changes. It is likely that the process will be based on topics rather than Plan Changes. This will increase the complexity and resourcing need, but is likely to help Waitakere City's case.

CONCLUSION

The Growth and Transport Integration Programme continues to evolve.

RECOMMENDATION

That the Growth and Transport Integration Programme - Update report be received.

Report prepared by: John Mackay, Manager: Urban Development and Design.



9 COMMUNITIES FOR CLIMATE PROTECTION PROGRAMME

PURPOSE OF THE REPORT

The purpose of this report is to update the City Development Committee on the progress made under the Communities for Climate Protection Programme (the Programme) to date and to obtain approval for work required to reach Milestone 2 of the Programme.

BACKGROUND

In July 2004, Waitakere City Council joined the Communities for Climate Protection - New Zealand (Cities for Climate Protection®-New Zealand) Programme, a campaign to reduce greenhouse gas emissions. Communities for Climate Protection is a New Zealand Government initiative delivered by the International Council for Local Environmental Initiatives - Australia / New Zealand. This Programme is part of the International Council for Local Environmental Initiatives' worldwide Cities for Climate Protection Campaign.

In July 2004 Waitakere City Council committed to completing the five milestones of the Programme in three years (1267/2004). These are:

- Milestone 1: Conduct an inventory and forecast for community and corporate (Council) greenhouse gas emissions.
- Milestone 2: Establish greenhouse gas emissions reduction goals.

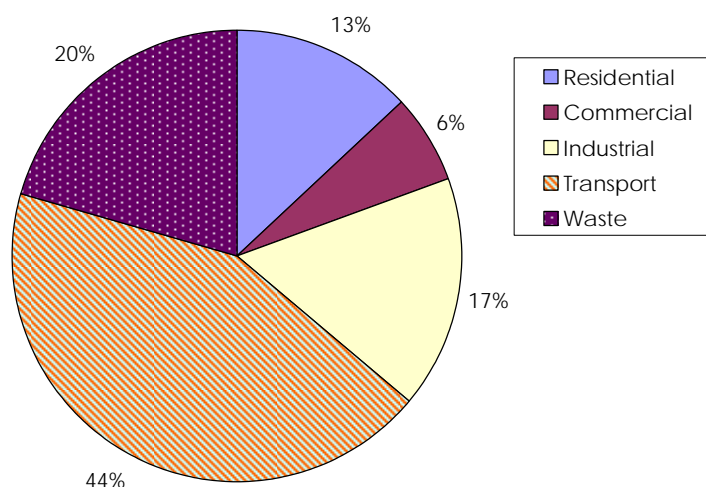
- Milestone 3: Develop and adopt a local action plan
- Milestone 4: Implement the local action plan and. quantify the benefits of implementing actions.
- Milestone 5: Monitor and report on implementation of the local action plan and progress towards achieving the reduction goal.

A17-A23

Milestone 1 has now been completed and the full report is attached at pages A17 to A23. The key findings can be summarised as follows:

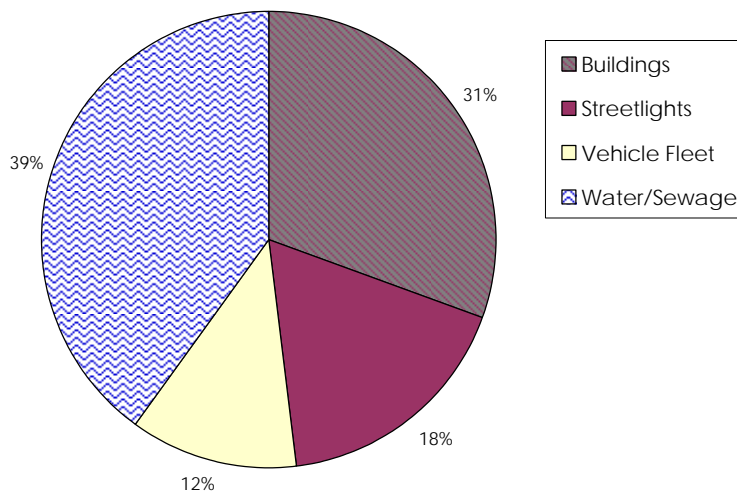
- Community base year 2001 greenhouse gas emissions were 900,353 tonnes CO₂e. In a business as usual scenario, where no action is taken, these emissions are expected to rise by 25% by 2010. Key sources of greenhouse gas emissions from the community analysis include the transport and solid waste sectors.

Figure 4: Waitakere City Council Community Emissions by Sector



- Corporate base year 2002 greenhouse gas emissions were 6,059 tonnes of carbon dioxide equivalents (CO₂e). In a business as usual scenario, where no action is taken, these emissions are expected to rise by 65% by 2010. The key source of greenhouse gas emissions from council's operations is electricity use for buildings, water and sewage (treatment and pumping, largely undertaken by Watercare), and streetlights.

Figure 1: Waitakere City Council Corporate Emissions by Sector



Work towards Milestone 2 has started with staff gathering additional data and information to be able to recommend suitable goals to Council.

As part of this Council worked with Massey University in supporting a Masters of Technology in Energy Management thesis on “The Renewable Energy and Energy Efficiency Potential of Waitakere City”. A local student, Lloyd Grooby has now completed this work and a full copy of his thesis is available in the Councillor’s lounge. The key findings can be summarised as follows:

- Residential energy efficiency measures and direct use of solar energy, such as solar hot water heating, present the best cost benefit ratio in reducing Waitakere City’s dependence on non-renewable energy.
- There is a significant energy resource in the Manukau Harbour. Off-shore wind and wave generation could both potentially be feasible. Such options would require further study.
- There is little land based renewable energy potential that is readily exploitable.
- Photovoltaic technology is the only feasible option of renewable generation in the urban area, however it is unlikely to be cost effective in the foreseeable future.

It should be noted that this study only covered stationary energy needs and specifically excluded transport energy which is the single most significant source of greenhouse gas emissions in Waitakere City. Transport emissions can be significantly influenced by urban form and recent modelling for the Northern Strategic Growth Area, for example, has shown that vehicle kilometres travelled would be reduced significantly in a future scenario where there was increased local employment. The findings from these and other studies will be used to inform the greenhouse gas reduction goal and future action plans.

STRATEGIC CONTEXT

The Climate Protection Programme forms part of the Sustainable Energy and Clean Air platform of the Long Term Council Community Plan. Council has committed to completing 15 climate protection projects in the next 10 years.

The achievements by projects already under way include:

- **EcoWise West**
This year 360 houses in Waitakere City will be retrofitted with basic insulation and draft stopping to improve the health of the occupants and lower energy consumption.
- **The Corporate Sustainability Programme**
Better energy management has resulted in savings at many Council facilities and fuel consumption by Council’s fleet is down for the third year in a row.
- **Energy Efficiency Audits**
240 households, 30 businesses and five schools will be audited this year. For each a report will be prepared that lists suggested improvements.

Proceeding through the Milestones of the Communities for Climate Protection Programme will allow more logical planning and better monitoring of progress, assisting council to prove the value of its climate protection work.

ISSUES

Now that Milestone 1 is complete, Milestone 2 requires Council to set a greenhouse gas emissions goal. Member Councils of the international Cities for Climate Protection campaign have been taking various approaches to this task. Some have consulted with their communities, but most have used more internally focused processes. Some have set “stretch” goals based on little research but aiming for leadership, while others have set more modest, but realistic goals, based on extensive research. Others have used both a short-term modest goal and a longer-term stretch goal.

Waitakere City Council has already committed to climate protection initiatives through its Long Term Council Community Plan which is currently under review. Consultation has been extensive and community outcomes are currently being developed. It is therefore recommended that no additional community consultation be undertaken, but that the Milestone 1 findings feed into current and future strategic reviews, and that established community outcomes are considered in the setting of a reduction goal.

In order to set a greenhouse gas reduction target it is recommended that a small working group of Elected Members be established to work with staff on a target for Waitakere City.

RESOURCES

The required staff and budget resources for all five milestones are available in the current budget. It is envisaged that two one hour meetings with the Elected Members working group be held. The first meeting will likely discuss what type of goal is desirable and what the best process is to determine this goal. The second meeting will then discuss the goal itself.

CONCLUSION

Council already has several projects under way that aim to reduce greenhouse gas emissions. Progressing through the milestones of the Communities for Climate Protection programme will help better monitor progress against a set target. After completing Milestone 1 of the programme the logical next step is to complete Milestone 2. Much of the needed data and information for Milestone 2 has already been gathered, however the setting of the goal will require Councillor involvement.

RECOMMENDATIONS

1. That the Communities for Climate Protection Programme report be received.
2. That a small working group of Elected Members be appointed to set a greenhouse gas reduction target.
3. That Council officers recommend a greenhouse gas reduction goal to the City Development Committee after meeting with the Elected Members working group.

Report prepared by: Katja Lietz, Project Manager: Sustainability Projects.



10 STRATEGIC ISSUES ON HOUSING FOR OLDER ADULTS

PURPOSE OF THE REPORT

The purpose of this report is to present to the City Development Committee the findings of the housing for older adults review which was initiated in April 2005 at the request of the City Development Committee. It is the first report of a series to determine the future role of Council in the provision of housing for older adults and the future use of the housing for older adults portfolio. This report also gives a background context and overview about housing in the form of appendices entitled 'Background information for report about housing for older adults portfolio'.

BACKGROUND

How We Came To This Point

A review of Council's housing for older adults portfolio was initiated by the City Development Committee at its 7 April 2005 meeting.

This report is the first of a series being presented to the City Development Committee to determine the future role of Council in respect to the provision of housing for older adults and the future use of the housing for older adults portfolio.

The aims of the review include:

- Define the Council's role in regards to social housing.
- Identify opportunities to enable the council to make decisions about its housing for older adults portfolio.
- Recommend to the Council which opportunities to pursue in relation to the housing for older adults portfolio.
- Present an action plan to outline the key actions required to implement decisions.

Councillors have expressed the general view that they expect to have an ongoing role in guaranteeing the provision of housing for older adults. For this to occur, Councillors must make a formal resolution to that effect. This report enables that resolution.

The review is comprehensive and covers all 12 of the villages that are owned by the Council, which comprise 335 units. The housing for older adults portfolio constitutes a significant activity and is a strategic asset valued at \$23.1 million. Consequently, it is important to ensure the service is owned, funded and managed in an efficient and effective manner.

Key drivers for the review include maintenance problems with the ageing housing stock, the difficulty of managing the housing portfolio on a self-funding regime, whether the Council should be providing a housing service or ensuring that the service is provided by another provider. Another key driver is the availability of funds from Central Government to improve or redevelop the units as part of a drive to increase provision of affordable housing.¹

Options that are open to the Council in relation to the housing portfolio include redevelopment, joint ventures with other parties, financial assistance to redevelop from Central Government, or selling to another provider or developer.

¹ 'Social housing' in this report, means housing provided by central or local Government to help reinforce the notion of social equity, to enhance the well-being of the vulnerable and those in need and to alleviate poverty. 'Affordable housing' is measured against the ability of people to pay for a home. Affordability typically becomes a concern when the housing expenses of households in the lower 40% of the income distribution exceed 25% – 30% of their income.

This report is grounded on the premise that should the Council decide that it does not consider its role is to provide housing for older adults, it will ensure that the existing tenants continue to receive the benefits of a housing service, and that it will act as a facilitator to enable the provision of housing for older adults across Waitakere City.

Any change or transition that may be brought about by the decisions regarding this review will occur only with the commitment of the Council to:

- Secure the wellbeing of the tenants.
- Safeguard the tenancies of existing tenants.
- Ensure that existing tenants are properly and comfortably housed.
- Ensure that any change that occurs as a result of the review will be 'safe'.

A25-A77

The appendices entitled 'Background Information' as attached at pages A25 to A77, cover the following sections:

- Summary.
- Waitakere City Council's housing portfolio.
- Governance and operational issues.
- Social housing in New Zealand.
- The aged care housing sector in New Zealand.
- Opportunities for the Council.
- Views of stakeholders.
- Options for standards of service.
- Options for funding - financial issues.
- Options for governance.

Council as a Provider of Housing For Older Adults

Waitakere City Council has been in the business of providing housing for older adults since late 1950s/early 1960s, as a result of Central Government initiatives that encouraged local authorities to enter the social housing business¹. Incentives at the time included low interest and suspensory loans. Council's housing for the elderly units were primarily constructed in the 1960s and 1970s.

Since that time, the Council has continued to provide housing solely for older adults and has managed the portfolio in-house, including matters relating to the tenants and maintenance. Several services are contracted out, such as upkeep of the gardens. The housing for older adults service does not operate as a separate business unit, and any 'income' or 'expenditure' is budgeted for in the Annual Plan as with any other activity of Council.

The housing for older adults portfolio fits with the concept of an eco-city and is consistent with the current and draft Long Term Council Community Plan and helps to give effect to the social well-being imperatives of the Local Government Act 2002. With the plans for future growth in Waitakere City, the portfolio may also contribute to the Council's town centre and neighbourhood redevelopment aspirations.

Whilst the Council does not provide older adults housing with the intention of making a profit, there are a number of business-like principles that apply. To that extent it is the same as any other 'corporate' or 'commercial enterprise' in that it:

- Provides a service or meets a need.
- Costs money and someone pays for it.
- Customers want value for money.

- Exists in a changing 'market place'.

In the housing market, the Council is in a unique position by offering one bedroom units at a rent considerably lower than Housing New Zealand, so finding a similar provider or 'competitor' will be difficult. The provision of the housing for older adults service helps the Council to ensure that a wide range of affordable, appropriate and accessible housing options are available in Waitakere City.

This review is cognisant of the fact that property is a business 'resource' which provides opportunities and poses risks. Property decisions are generally long-term decisions and as such are key determinants of business strategic direction. In view of this, any decisions about the housing stock should give consideration to the potential long-term strategic implications.

In consultation for this review to date, including Councillor meetings and a workshop, Councillors have expressed the general view that Waitakere City Council has an ongoing role in the provision of housing for older adults. This report, in Recommendation 2, provides Council with an opportunity to formally commit to this.

Decision Making Process

The decision making process regarding the future ownership and management of the housing for older adults portfolio will be addressed in three reports to be presented to the City Development Committee. There is a logical order by which these decisions can be made which is shown in the diagram below.

A series of decisions need to be taken by the City Development Committee, which are raised in this report and in a second report due to be presented in early 2006. The decisions in both reports are provisional as they are subject to consultation with the public and key stakeholders as part of the Long Term Council Community Plan consultation process, and, depending on the significance of the decisions, may be subject to the requirements of the Special Consultative Procedure as set out by the Local Government Act. Post consultation, a third report will be presented to the Committee (July 2006 onwards), summarising the feedback from the public and the stakeholders, at which point decisions can be finalised regarding the role of the Council in relation to the provision of housing and the future of the housing for older adults portfolio.

In this report (Report 1), three questions are posed to the City Development Committee, although it can move on to further questions today. A second report will be presented in February 2006 to cover the remaining questions. Note that decisions at this point are provisional as they are subject to consultation as part of the Long Term Council Community Plan process.

Report 1 - December 2005 (current report)

(Issues 1, 2, & 3 in the decision making diagram)

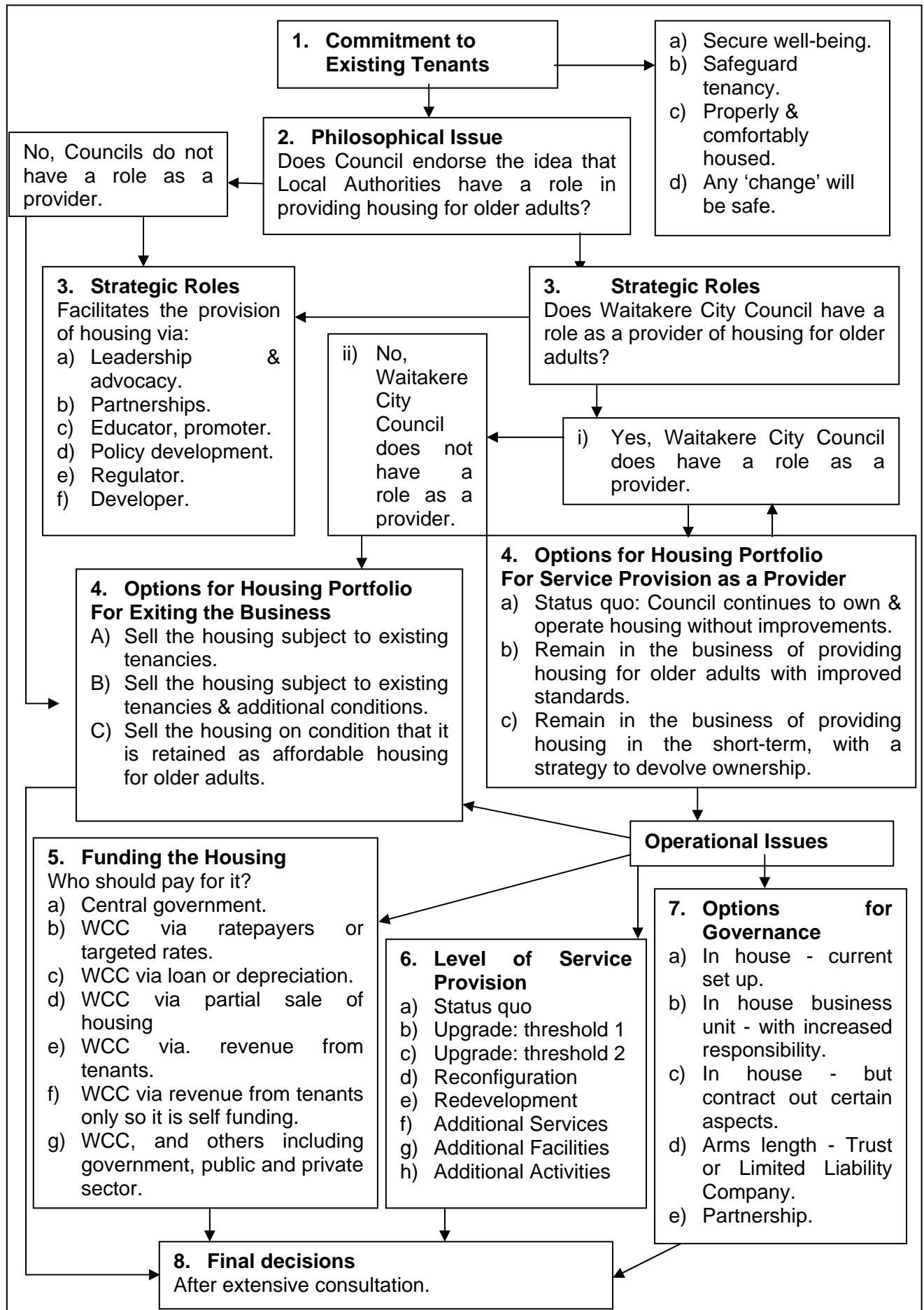
- What are the commitments of Council to its existing tenants?
- Philosophical considerations - does Council endorse the principle that this Council has a role in providing housing?
- Strategic issues - what are the roles of Council in relation to housing for older adults, does it include being a provider of housing?

Report 2 - February 2006

(Issues 4, 5, 6 & 7 in the decision making diagram)

- What is the preferred option for service provision of the housing portfolio?

Diagram of the Decision Making Process



- How should the housing service be funded, if relevant?
- What levels of service provision should be offered (quality and quantity of service - number of villages and units), if relevant?
- What method or methods of governance should be used to run the service, if relevant?

Long Term Council Community Plan and Consultation Issues

The following recommendations will be presented in report 2, where relevant:

- To the Long Term Council Community Plan and Annual Plan Special Committee regarding the likely financial implications of the decisions that have been made;
- That the decisions are put out to consultation as part of the Long Term Council Community Plan consultation process;
- That the tenants are consulted; and
- That other key stakeholders are consulted.

Policy and Implementation Issues

The following recommendations will be presented in report 2, where relevant:

- That officers prepare an implementation plan;
- That officers prepare a maintenance and renewal plan tailored to the preferred option;
- That officers prepare and implement a partnership and advocacy plan to explore in detail opportunities; and
- That officers prepare a social housing policy incorporating the key decisions and principles endorsed by the City Development Committee.

Report 3 - June 2006

Finalise decisions (Issue 8 in the decision making diagram)

- Review the decisions of the City Development Committee about the housing portfolio in view of the feedback from consultation; and
- Finalise the decisions of the City Development Committee about the housing portfolio.

Long Term Council Community Plan & Consultation issues (post consultation)

- Summarise feedback from the consultation process as part of the Long Term Council Community Plan about the Council's future proposals with the housing portfolio.

Policy and Implementation Issues

- Present a draft social housing policy based on decisions made in earlier reports for consideration;
- Present a draft implementation plan for consideration; and
- Present the results following implementation of a partnership and advocacy plan.

STRATEGIC CONTEXT

The Council's strategic priorities that are of particular relevance to the housing arena include 'sustainable development' and 'safe city'. Of further strategic importance when considering Council's provision for housing in the City, are the following platforms: 'urban and rural villages', 'integrated transport and communication' by ensuring people have choices in housing and have accessibility to transport and communication links, and 'strong communities' by supporting the health and wellbeing of the community.

These platforms are important given Council's plans for future development in response to the population growth which is occurring in Waitakere City and across the Auckland region generally. As part of the plans for future growth, Council has set a goal to ensure that high quality urban intensification occurs within and around the town centres of Waitakere City. These urban centres will be linked to transport nodes and other amenities that support such development.

Against this background of urban growth and planning for the future, the housing for older adults villages which are scattered across the city can be considered a resource, which, if used efficiently and effectively, could help the Council achieve its stated goals.

The housing for older adults portfolio ties in with wider work on a housing strategy for Waitakere City that will commence in 2006. This work will examine wider issues around affordable housing in Waitakere City.

ISSUES

To aid the decision making process a set of seven questions have been devised, each of which corresponds to those outlined in the 'decision making diagram' (see above). The first three questions are posed in this report: (1) the commitment of the Council to the existing tenants; (2) whether local authorities have a role to play in the provision of housing, and (3) whether this Council has a role as a housing provider. For each question, a decision or decisions need to be made based on the information provided and choice of options.

In addition, officers are seeking guidance about the remaining four questions and which policy options to examine in more detail in Report II which will be presented to the Committee in early 2006 in respect to the future of the housing portfolio.

Reference can be made to the accompanying 'Background Information' for details about the housing portfolio, opportunities, stakeholder views and housing patterns and trends.

1. Tenant considerations - What are the commitments of Council to its existing tenants, regardless of the outcome of the review?

The options:

- a) To safeguard the wellbeing of the existing tenants.
- b) To safeguard tenancy.
- c) To ensure that existing tenants are properly and comfortably housed.
- d) To ensure that any change as a result of the review will be 'safe'.

The Council recognises that it has a responsibility to ensure that its existing tenants are properly and comfortably housed, and that this outcome is achieved, regardless of the decisions about the Council's long-term future role as a provider of housing. This may mean that special provisions are put in place to safeguard the tenancy of the current tenants as part of the conditions attached with any of the preferred options. An undertaking of this nature would not apply to any future tenants. The Council has heard the views of the tenants (refer to 'Background Information'), with one tenant expressing the following vision for housing: *"Any retirement village should be safe and provide protection, privacy, comfort and respect for all elderly"*.

2. Philosophical considerations - does Council endorse the principle that local authorities have a role in providing housing?

Options are:

- a) *Yes, local authorities do have a role as a provider of housing for older adults.*
- b) *No, local authorities do not have a role as a provider of housing for older adults.*

There are ideological considerations which raise questions about whether Waitakere City Council considers that local authorities have a role as a provider of housing for older adults. This exercise also raises questions about the validity of *this* Council having involvement in the business of providing affordable housing.

Table: Different perspectives about who should provide housing, from consultation.

Perspectives About Continuing To Provide Housing	Perspectives About Not Providing Housing
<p>Central Government Role</p> <ul style="list-style-type: none"> • The provision of low-cost housing is the responsibility of central, as opposed to local government, but local government has little option but to provide it (in the absence of other providers). • Central Government's view that local authorities have a valuable role to play in housing provision. • Central Government (Housing New Zealand) are already stretched to provide the expected housing numbers. 	<ul style="list-style-type: none"> • Housing provision is 'rightly' the responsibility of the Central Government, and it should retain a predominant role in this area. • Housing fulfils a social need, but it is the responsibility of Central Government from the tax base.
<p>Core Function of Local Council</p> <ul style="list-style-type: none"> • The provision of low-cost housing is a core activity for Councils • Welfare matters are the responsibility of local government and Central Government in combination. • The Council has a 'civic duty' and a 'public duty' to ensure that this service is provided in the community. 	<ul style="list-style-type: none"> • The responsibility of low-cost housing is the responsibility of central, as opposed to local government, regardless of circumstances and other factors. • Welfare matters are the responsibility of Central Government. • The Council does not have a 'civic duty' or 'public duty' to enable and encourage the provision of affordable housing in the City.

<p>Perspectives About Continuing To Provide Housing</p>	<p>Perspectives About Not Providing Housing</p>
<p>Traditional Role of Councils</p> <ul style="list-style-type: none"> • There is a legacy of the original decision to become involved in the service forty years ago; it is something we have traditionally provided. • The housing for older adults portfolio is the result of the financial assistance provided by Central Government to encourage Councils to provide affordable housing for older adults through cheap loan funding. 	<ul style="list-style-type: none"> • Questionable whether it should still be Council's business. • We should consider selling only when there is an acceptable alternative provider.
<p>Creation of Third Sector Housing</p> <ul style="list-style-type: none"> • The government recognises that it cannot provide all affordable housing needed, and is therefore wanting to establish a not-for-profit housing sector. • Central Government is only offering a portion of the necessary funding and in return is expecting a not-for-profit housing sector to emerge. • The establishment of a third sector is mirroring what other countries have done successfully, in particular, the UK and Canada. 	<ul style="list-style-type: none"> • The lack of Central Government assistance is the key reason not to remain in the business of housing, as this is a function that should be paid for by Central Government, if not provided by them.
<p>Mandate</p> <ul style="list-style-type: none"> • There is no mandate to sell the housing stock, particularly in the light of Central Government's position (to encourage provision of affordable housing by local government and others). • There is an expectation in the community that we continue to provide housing. • The houses are public assets. 	<ul style="list-style-type: none"> • The Council considers it has the mandate to sell the housing stock. Consultation with members of the public and stakeholders will occur before any final decision is made about the housing, and therefore the Council will have the mandate. • Stakeholders, including members of the public will be given the opportunity to have a say about these 'public assets'.
<p>Statutory Obligation</p> <ul style="list-style-type: none"> • Councils have the mandate to look at social, economic, cultural and environmental needs of the community under the Local Government Act, which is a clearer mandate than in the past. 	<ul style="list-style-type: none"> • Whilst the Local Government Act 2002 sets out the role of Council in ensuring that it supports the principles outlined by the four well-beings (that include social well-being) it does not extend to the provision of housing as this is a role of Central Government.

<p>Perspectives About Continuing To Provide Housing</p>	<p>Perspectives About Not Providing Housing</p>
<p>Moral Obligation</p> <ul style="list-style-type: none"> • The Local Government Act reaffirms the moral obligation to provide affordable housing to provide for those who have limited means or opportunities. • Older adults need to be properly and comfortably housed and that Council has a responsibility to see that this outcome is achieved. • To relinquish a role as a provider of affordable housing is unethical. • Mirroring what we expect the rest of the city to be; which is supportive. Enables Council to provide some genuine care for those who have housing needs. It may signal a lack of caring. 	<ul style="list-style-type: none"> • The Council does not have a moral obligation to provide for those who have limited means or opportunities. • The provision of housing by the Council is not a prerequisite for ensuring that older adults are properly and comfortably housed.
<p>Local Service</p> <ul style="list-style-type: none"> • Benefit of expertise in providing housing that is tailored to the needs and wishes of their own particular community. • The ability of local authorities to experiment, and to provide housing in a variety of ways (ie. varied housing design, varied funding & management methods). This diversity enables information sharing and best practice approach. • By providing housing the Council is ensuring that the elderly are cared for locally; where they or their families live. 	<ul style="list-style-type: none"> • Housing for older adults is a national issue that should not depend on local authority boundaries and should be handled by Central Government in a consistent manner. • The Council is not well geared up to this service to providing for the elderly, let alone any other group in need. There are not the opportunities for 'best practice' as this Council is struggling to provide a reasonable standard of service (as are other local authorities due to lack of funding etc).

<p>Perspectives About Continuing To Provide Housing</p>	<p>Perspectives About Not Providing Housing</p>
<p>Funding</p> <ul style="list-style-type: none"> • The provision of housing can be considered good use of ratepayers money, if the costs of not providing that housing are taken into account (eg. cost of the homeless to our city). • Housing benefits the wider community and its ratepayers, in particular by contributing to the city's diversity. Therefore, we should provide the housing for older adults, regardless of whether it poses a cost to the ratepayers. • What differentiates this business from any other business, is the extent to which the focus is upon the benefits of providing the service to the community at large, to the customer, and to the ratepayers. • What reasons would ratepayers have for objecting to the provision of a housing service when it is run at no cost to the ratepayers? 	<ul style="list-style-type: none"> • It is a costly way to address problems of income inadequacy. Local Councils cannot afford to provide housing for certain sectors of the population. • The money raised from a sale of housing would be better used to benefit a wider range of residents and ratepayers (for example, repay debt and fund new capital expenditure). • Council should use the sizeable annual income gained from interest of the capital realised, for its core businesses without increasing rates. • Why should ratepayers subsidise those on limited means, when taxes collected by Central Government should be covering 'inequalities' in our society? • Any costs occurring as a result of having the housing should be paid by the state, not by the ratepayers.
<p>Well-Being</p> <ul style="list-style-type: none"> • Housing makes a social contribution to the city, and encourages diversity and a sense of vitality within the City. • There are housing affordability issues across the country, including Waitakere City. A lack of affordable housing could result in more people living on the street and other long-term problems in areas such as health and crime. • Housing fulfils some of the well-being obligations that Council has to the community. By selling the housing we would be sending the wrong message; that Council is not prepared to support housing which has a key role in contributing to positive community outcomes. • Importance of housing as a catalyst for positive community outcomes. Therefore, we would be giving away an important well-being role, which is one of the strengths of owning the housing. • Providing affordable housing for older adults who would otherwise be in strife and showing how it can be done well. 	<ul style="list-style-type: none"> • Why are we just looking at older adults? There are lots of people in need of affordable housing. It is difficult to define the target group, with those most in need as there is a diverse range of people who need assistance. • Peoples needs are not the only criteria that are considered when assessing whether to continue to provide housing, such as costs.

Perspectives About Continuing To Provide Housing	Perspectives About Not Providing Housing
<p>Market Failure</p> <ul style="list-style-type: none"> • There cannot be a reliance on the private sector to take care of the poor and the elderly. The market will not provide sufficient housing of the right type (ie. one and two bedroom units or houses) for low-income older adults as this is not profitable. • Who will do the job if we don't? The need for affordable housing for older adults is likely to increase as traditional providers are withdrawing from affordable housing for older adults. 	<ul style="list-style-type: none"> • The private sector can do it better, so let them do it. • Third sector organisations and agencies have the opportunity to provide housing through Central Government funding.
<p>Opportunity</p> <ul style="list-style-type: none"> • We already own housing, so why not stay in the business of keeping the housing. • Ability to continue to retain control over providing social housing for those 'in need' or with limited means in the future as we already have the housing. Therefore supporting elderly in securing their housing. 	<ul style="list-style-type: none"> • If we were not in the business of housing it is not likely that we would enter the business? • If we had no housing it would be difficult getting into housing.

In sum, key drivers that push towards the position that it is the role of Councils to provide housing, include the recent moves by Central Government to establish a third sector in housing. The establishment of a fund by Housing New Zealand Corporation, called the Housing Innovation Fund indicates a desire for Councils and other organisations and agencies to be creative and innovative in the provision of affordable housing. Whilst the fund is not sufficient to cover all the remedial and upgrade costs of Council owned housing portfolios, it is an enticement on the part of Central Government which reinforces the message that the most appropriate way to provide affordable housing is through local governments working in partnerships with others.

On the other hand, the involvement of Councils as housing providers, may be questioned from a rates perspective. Challenging questions include what are best use of rates, whether rates should be used as a resource to compensate for the losses of a housing portfolio, and whether the rates paid by many should help to house a few. Certainly, more ratepayers could benefit from the funds gained through a sale of the housing portfolio, in the form of a capital lump sum or the interest earned from the capital. These questions about the rates concern utilitarianism which is the doctrine purporting the greatest good for the greatest number of people.

These philosophical issues can be considered in a wider context, with the basic requirement for Councils to also consider the economic, social, cultural and environmental implications of their decisions (Local Government Act 2002, s. 77).

3. Strategic considerations - what are the roles of Waitakere City Council in relation to housing for older adults?

This question requires consideration of the roles that this Council may have in relation to housing for older adults. The primary issue is whether the Council considers that it has a role as a provider of housing for older adults. To aid the decision making process on this issue, an assessment of the options that are open to Council, can be found in Section 4 below. A set of criteria that include strategic, economic, social, cultural and

environmental considerations, are used to assess options about the continued provision of housing.

Roles that the Council could pursue in relation to housing include being a provider of housing. The options are:

- Yes, Waitakere City Council does have a role as a provider of housing for older adults.
- No, Waitakere City Council does not have a role as a provider of housing for older adults.

Council can also facilitate the provision of housing for older adults across Waitakere City through one or more of the following roles:

- Leadership and advocacy - on behalf of older adults, by for example, lobbying the government to bring about improvements to housing, benefits, level of care, support and so on.
- Partnerships - to work collaboratively with others across the public and private sector.
- Educator, promoter and information provider - to improve awareness and the welfare of older adults and acting as an information base for services offered to the elderly within the community.
- Policy development - to gather information and carry out research in order to develop evidence based policy.
- Regulator - to encourage the provision of housing for older adults, where possible, through land use planning, building regulations and development incentives.
- Developer - to encourage the provision of housing for older adults, by playing a key role in housing developments, where possible.

Once questions 1 to 3 in the decision making diagram have been addressed, the Council will need to consider the merits of the different options in order to determine the future of the housing portfolio (question 4).

4. Options for the housing portfolio.

This issue concerns how best to provide a housing service or how best to devolve interest as a housing provider and constitutes question 4 in the decision making diagram. A total of six options are presented, three of which relate to the continued provision of housing (options a - c), and the other three (options d - f) concern strategies for changing Council's role in the housing business.

At this point in time, all six of the options are presented to the Council. However, officers are seeking guidance about which of the options they should examine in more detail in Report II which is to be presented to the City Development Committee in February 2006. Council officers can if necessary, examine all the options, or, at your direction some of the options can be explicitly ruled out and put to one side, so that the focus of any further work is on fewer possible options. The preferred way forward would be to receive direction on which options to explore further, as this would enable officers to focus on what the Council considers to be the key issues.

4.1. The available options.

Options for service provision as a provider.

- Continue providing housing on the same basis (Council owns and manages the housing).
- Remain in the business of providing housing for older adults with improved standards.
- Remain in the business of providing housing for older adults in the short-term, with a strategy to devolve ownership and interest.

Options for exiting the business.

- Sell the housing portfolio entirely but subject to existing tenancies.
- Sell the housing portfolio entirely subject to existing tenancies and additional conditions.
- Sell the housing portfolio entirely on condition that it is retained by the purchaser as affordable housing for older adults on similar terms to the Council.

4.2. The assessment criteria.

The assessment criteria to examine the merits or otherwise of each option are: strategic issues, the four well-beings of economic, social and cultural, and environmental, as set out in the Local Government Act 2002, and also statutory obligations. They are:

Strategic & Opportunity Considerations

- Fit with current strategic vision and direction of Council?
- Future growth and planning.
- Opportunities for partnership and funding.

Economic Well-being

- Cost for the Council in the long term?
- Cost for the Council in the short-term?
- What will the cost of not taking the option or doing nothing be?
- What is the commercial viability of the option?

Social & Cultural Well-being

- Does the option achieve any of the social objectives of the Council?
- Does the option benefit the tenants?
- Is this option appropriate for this community now or in the future?

Environmental Well-being

- What impact does this option have on existing infrastructure?
- Is there an opportunity to improve the environment?

Statutory Obligations

Will the option enable the Council to comply with its statutory obligations including (but not limited to) the Local Government Act 2002?

4.3. Assessment of the options using the criteria.

Options for continuation of the service.

a) Maintain the status quo - Council continues to own and operate the housing.

There are a range of benefits to continuing to provide housing for older adults as it exists today. Whilst the units will become increasingly expensive to maintain as they age and there is already an ongoing need to spend more on maintenance than has been allocated, some necessary and urgent replacement and refurbishment work could be undertaken with the assistance of funding (up to \$1.5 million maximum) from Housing New Zealand Corporation in the form of the Local Government Fund. Conditions that are attached to this funding, include making a long-term commitment as a provider of housing (20 years), and not decreasing the housing stock (ie. retaining the number of units).

This option would require the least effort on the part of the Council, as no substantive change in approach is required, however, over time, the current units may become more unattractive due to the dated standard of housing.

Assessment Criteria	Strengths	Weaknesses & Risks
Strategic Opportunities Fit with Council policy and goals	<ul style="list-style-type: none"> Helps the Council to achieve the objectives of providing a wide range of affordable, appropriate, and accessible housing options. 	<ul style="list-style-type: none"> That the housing provided becomes outdated and unsuitable for the tenants from a healthy, safe, secure perspective. Perceptions of the public or wider community about the 'image' of social housing, which can be negative.
Partnership and funding options	<ul style="list-style-type: none"> Provides opportunities for healthy housing initiatives 	<ul style="list-style-type: none"> Limit chances of success in an application for Housing New Zealand funding as the Council will have difficulty demonstrating that it is providing good quality and affordable accommodation.
Future growth and planning		<ul style="list-style-type: none"> If town centres and growth areas change due to redesign of urban areas and development, and the housing for older adult villages are left unchanged, they may not be compatible with the new surrounding area. May have a detrimental effect on Council's efforts to intensify/consolidate private development in the vicinity.
Social & Cultural Social objectives progressed	<ul style="list-style-type: none"> Provides affordable housing to older adults with limited means. Maintains communications between Council and its tenants. 	<ul style="list-style-type: none"> Over time, the housing portfolio will serve an increasingly small proportion of older adults in Waitakere City (due to increases in the proportion of older adults).
Benefit to tenants	<ul style="list-style-type: none"> As they are today. 	

Assessment Criteria	Strengths	Weaknesses & Risks
Is this option appropriate for the community now and in the future?	<ul style="list-style-type: none"> Some flexibility for differences in living (culturally, socially) with communal halls in some of the villages. 	<ul style="list-style-type: none"> Some issues with cultural suitability, as most villages at present are not suited to those with special or different cultural needs. This could not be resolved without design amendment. Demand for older adults housing from people with diverse needs and wants is likely to increase in the City.
Economic Short-term cost to Council	<ul style="list-style-type: none"> Similar costs to now with the management of the portfolio (but increase in maintenance costs). 	<ul style="list-style-type: none"> An increase in funds necessary for maintenance. Ratepayers are paying some of the cost of providing housing (due to the housing portfolio operating at a loss), in addition to revenue generated from tenancies.
Long term cost to Council		<ul style="list-style-type: none"> Maintenance costs likely to increase over time as the units age. Loss of the ability to do anything else with the land on which the units are located.
Cost of not taking the option or doing nothing		<ul style="list-style-type: none"> Units will deteriorate over time and become difficult to let leading to a reduction in rental income; and Consequent reduction in tenant management required. Value of the housing will continue to deteriorate. The Council owns an asset that becomes commercially unviable and unattractive.
Environmental Impact on existing infrastructure	<ul style="list-style-type: none"> As it is today. 	
Opportunities to improve environment?	<ul style="list-style-type: none"> May be possible if units are refurbished, but likely to be limited without major redevelopment being undertaken. 	

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Statutory obligations</p> <p>Compliance with statutory obligations</p>		<ul style="list-style-type: none"> • Some issues around the Building Act for existing units which are likely to increase as the units age. • Maintaining the status quo may not be adequate to cover Council's obligations to the well-being of its tenants and the City's elderly under the LGA 2002. • Ongoing obligations under the Residential Tenancies Act.

b) Remain in the business of providing housing for older adults with improved standards of service provision

This option would involve further decisions being made about standards of service, such as upgrading or redevelopment of the village units, and whether to increase or decrease the number of units offered or look at consolidating the service (by reducing number of villages).

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Strategic Considerations</p> <p>Fit with Council policy and goals</p>	<ul style="list-style-type: none"> • Help to ensure that Council provides a quality housing service. • Consolidation of the villages may mean that we can offer the highest quality of housing (with support of HNZ grant). • May improve popularity of Council units leading to increased demand for Council housing. • Could also expand provision to ensure larger proportion of the population is covered. 	<ul style="list-style-type: none"> • Over time, the HFOA portfolio will serve a smaller and smaller proportion of the older population in Waitakere City, as the overall population grows. • Perceptions of the public or wider community about the 'image' of social housing, which can be negative.
<p>Partnership and funding options</p>	<ul style="list-style-type: none"> • Financial assistance - possibility of obtaining Housing New Zealand Corporation Funding to cover some costs of refurbishment and/or redevelopment (grant in the region of \$1 - 1.5 million). • Opportunities to work in partnership with other providers and interested parties. 	<ul style="list-style-type: none"> • Funding offered by Housing New Zealand has conditions, such as needing to make a long-term commitment to housing (20 years), and having to retain housing stock (not reduce number of units). • Perceptions of the public or wider community about the 'image' of social housing, which can be negative.

Assessment Criteria	Strengths	Weaknesses & Risks
Future growth and planning	<ul style="list-style-type: none"> • Opportunity to use the District Plan framework to facilitate development across Waitakere City, either via a sale of the whole portfolio or part sale of some villages. • May have a positive impact on Council's efforts to intensify developments in urban areas. • Impact on surrounding area should be positive as units will be improved, and in some cases land may be freed up for other development. • Possibility to intensify use in line with Growth Centre work and Regional Growth Strategy. 	
Economic Short-term cost to Council	<ul style="list-style-type: none"> • Business as usual: the Council will have to continue to subsidise the costs of providing a housing service. • Maintenance costs would reduce in the short-term for any newly refurbished units or newly built units. 	<ul style="list-style-type: none"> • Funding required immediately to undertake necessary repairs and maintenance (which may exceed the budget as stated in the Annual Plan). • Budget reallocation has to occur to ensure that priority repairs and maintenance work is undertaken.

Assessment Criteria	Strengths	Weaknesses & Risks
Long-term cost to Council	<ul style="list-style-type: none"> • Predictions of significant costs with renewals in the long-term can be budgeted for in advance and incorporated into the financial management plan. • The cost of improving the units can be spread over the lifespan of the villages. • Grants from Housing New Zealand can help offset the costs of improvements (refurbishment or redevelopment). • Long-term savings with maintenance costs particularly in the early years as a result of refurbishment or redevelopment. 	<ul style="list-style-type: none"> • In order to cover additional costs, the current Council policy regarding rental costs needs to be reviewed. • The expenditure on the units will be prioritised and spread out over a number of years to ensure affordability. Any expenditure will be covered in part by income gained from rentals. • Expenditure costs would include: <ul style="list-style-type: none"> • Ongoing maintenance work with the units. • Maintenance and renewal programme is needed to preserve longevity of the units, and maintain attractiveness to potential tenants so a rental income is secured. • Additional costs of refurbishment and/or redevelopment including feasibility • Housing may need to be consolidated (ie. reduce the number of villages, but maintain or increase the number of units). • Any refurbished units or new units will require maintenance in the long-term. • Funding from Housing New Zealand is insufficient to cover the costs of improving the units (to an acceptable standard).
Environmental Opportunities to improve environment?	<ul style="list-style-type: none"> • Refurbishment or redevelopment may be innovative and minimise impact on environment (eg. sustainable features such as insulation and solar panels). • Environmentally friendly designs could be investigated as units refurbished, but likely to be limited without major redevelopment occurring. 	

Assessment Criteria	Strengths	Weaknesses & Risks
Impact on existing infrastructure	<ul style="list-style-type: none"> Unlikely to have a significant impact. Refurbishment and/or redevelopment may provide an opportunity to minimise impacts and enable innovation. Heaviest impact would be from redevelopment, although good design (of buildings and construction) should provide an opportunity to minimise negative impacts and enable innovation. 	<ul style="list-style-type: none"> Increased pressure on infrastructure will only occur if the number of units increases. For example, redevelopment could pose new demands on stormwater and roading.
Social & cultural Social objectives progressed	<ul style="list-style-type: none"> Provides affordable housing to older adults with limited means. Maintains communications between Council and its tenants. Demonstrates a commitment by the Council to the well-being of a vulnerable group who have few opportunities open to them. Provides opportunities for healthy housing initiatives. 	<ul style="list-style-type: none"> Difficulty with the service keeping pace with demand as the proportion of older adults increases in Waitakere City.
Benefit to tenants	<ul style="list-style-type: none"> Improves the conditions in which Council tenants live. Improved facilities for many. Tenants will benefit if the Council decides to improve the standards of service (eg. upgrade or redevelop). 	<ul style="list-style-type: none"> Disruption if any redevelopment/construction work occurs. Tenants need to be temporarily rehoused which may be unsettling, and other logistical issues
Is this option appropriate for the community now and in the future?	<ul style="list-style-type: none"> Can consider ways of improving villages to meet different cultural and social needs in the villages. Provides an opportunity to address issues of cultural suitability for at least some units. 	<ul style="list-style-type: none"> An increase in the proportion of the ethnic population, means that issues about cultural suitability are likely to increase. Changes in the cultural makeup of the community may mean that modifications now become less suitable for the future.
Impact on the villages	<ul style="list-style-type: none"> The villages could benefit from refurbishment or redevelopment (both units and the site itself), if funding could be secured. 	

Assessment Criteria	Strengths	Weaknesses & Risks
Statutory Compliance with statutory obligations		<ul style="list-style-type: none"> • Awareness of the Building Act and the need for compliance in redevelopment. • Should enhance compliance with LGA 2002 requirements regarding the 4 well-beings including obligations to the well-being of its tenants and the City's elderly. • Ongoing obligations under Residential Tenancies Act, particularly with regard to treatment of tenants during refurbishment.

c) Remain in the business of providing housing for older adults in the short-term, but with a strategy to devolve ownership.

This option involves the Council continuing to provide the housing service, but with a view to handing over the responsibility in the long-term over a time period that fits in with the plans of a new provider. For example, it may be that the other provider needs to put organisational structures in place, do some capacity building, pull together expertise, or spread the financial risk.

Assessment Criteria	Strengths	Weaknesses & Risks
Strategic Considerations Future growth and planning	<ul style="list-style-type: none"> • Flexibility in how the 'hand over' process is managed (eg. time span, staged approach or 'at once'. • In principle, Council should be able to negotiate terms and conditions, but in practice it will probably have to reach some compromise as an alternative. • Tenants will have an opportunity to respond to a 'change in ownership'. 	Loss of the ability to retain future control over the use of the villages. Opportunities regarding Growth Centres and future growth plans would be lost. Perceptions of the public or wider community about the 'image' of social housing, which can be negative.
Economic Short term cost to Council	<ul style="list-style-type: none"> • Value of the money returning to Council, to then be invested in assets which are considered to be more strategic, say, for the community or to benefit a greater number of ratepayers. 	<ul style="list-style-type: none"> • Unlikely that this service will continue without the direct and ongoing financial support of the Council (ie. a subsidy at least in the short-term).

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Social & cultural</p> <p>Social objectives progressed</p>	<ul style="list-style-type: none"> Provides affordable housing to older adults with limited means. Maintains communications between Council and its tenants. Possible that there are opportunities for healthy housing initiatives with the new provider if the Council imposes terms and conditions about the future quality of the housing. 	<ul style="list-style-type: none"> Cultural or social benefits may be limited by the future owner. Over time, the housing portfolio will serve an increasingly small proportion of the elderly in Waitakere City (due to increases in the proportion of older adults).
<p>Benefit to tenants</p>	<ul style="list-style-type: none"> As they are today. 	
<p>Is this option appropriate for the community now and in the future?</p>	<ul style="list-style-type: none"> Some flexibility for differences in living (culturally, socially) with communal halls in some of the villages. 	<ul style="list-style-type: none"> Some issues with cultural suitability, as most villages at present are not suited to those with special or different cultural needs. This could not be resolved without design amendment. Market is likely to increase in size, but cultural proportions are likely to change with more diversity in the older age group.
<p>Environmental</p> <p>Impact on existing infrastructure</p>	<ul style="list-style-type: none"> As it is today. 	

Three options for exiting the business (Selling the housing).

At first glance, this may be a good way to save Council money in the long term, but there are a number of drawbacks and challenges to the sale of the portfolio as a whole. Ideologically and philosophically, there are big questions about the roles and duty of the Council to ensure the welfare of its citizens and selling the housing to another party without conditions about the long-term use may be an untenable position for the Council. The Local Government Act 2002 mitigates against the sale of the portfolio in its entirety, given that the housing for older adults is a strategic asset, and requires that a special consultative procedure be completed prior to any sale being undertaken.

While it may be possible to undertake a sale on the basis that the units are to be assigned as 'affordable' housing for the elderly, this will impact on the price that any purchaser is willing to pay and is also likely to increase the time taken to sell the portfolio due to these restrictions. In any event, a purchaser is likely to be interested in the portfolio as a redevelopment opportunity. Further, the Council may have to continue to subsidise the housing portfolio if it is purchased for example, by a third-sector agency or organisation.

Given that the Housing New Zealand Corporation has indicated that they will not purchase another local authority housing for the elderly portfolio (as with Auckland City Council), it is likely to prove difficult to find a purchaser willing to take on the portfolio and to operate it as a commercially viable business.

More in-depth exploration of opportunities with external parties taking on the housing portfolio can occur when the Council provides some direction about its future involvement in the provision of housing for older adults. In any event, the development and implementation of a partnership and advocacy plan will be proposed in the second report in early 2006, with the aim that the results of this advocacy work can be reported in the third report when final decisions will be made following public consultation in mid 2006.

d) Sell the housing portfolio entirely subject to existing tenancies

This would involve conditions that would safeguard the existing tenants and those shortly to move in, by for example imposing restrictions about selling the units in a village only when existing tenants move on to other accommodation or the units become vacant.

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Strategic Opportunities for partnership or funding</p>	<ul style="list-style-type: none"> • Partnerships may be forged and joint ventures to benefit ratepayers are a possibility as the Council will receive a large inflow of capital. • May mean more funds available to concentrate on other policy areas. 	<ul style="list-style-type: none"> • May be difficult to find a buyer due to perceptions of the public or wider community about the 'image' of social housing, which can be negative.
<p>Future growth and planning</p>	<ul style="list-style-type: none"> • Difficult to estimate; could mean that land is available for other development. This could have a positive impact if consideration was given to future use and design. • The new purchaser may provide for additional commercial and housing properties (mixed use) which may intensify business in Waitakere City. 	<ul style="list-style-type: none"> • May increase pressure on the communities which have increasing numbers of needy elderly and who cannot secure Council accommodation or other low-cost affordable housing, and • May exacerbate other problems. • May undermine Council's efforts with the elderly generally.
<p>Economic Short term cost to Council</p>	<ul style="list-style-type: none"> • Large inflow of capital 	<ul style="list-style-type: none"> • Unlikely that this service will continue without the direct and ongoing financial support of the Council (ie. a subsidy at least in the short-term). • Cost of sale (including commission, cost of consultation, and possible staff redundancies)

Assessment Criteria	Strengths	Weaknesses & Risks
Long term cost to Council	<ul style="list-style-type: none"> • Long term savings in not having to manage the portfolio. • Benefit of sale funds which could be utilised and ring-fenced for other affordable housing projects that are more economical and commercially feasible. • The capital received from the sale may be used for commitments other than housing that are considered to be more strategic. 	<ul style="list-style-type: none"> • Loss of the ability to do anything else with the land on which the units are located.
Cost of not doing this or doing nothing		<ul style="list-style-type: none"> • Until the portfolio has been sold on terms suitable for the Council: • the units will deteriorate over time and become difficult to let leading to a reduction in rental income, and • Council will need to ensure that HFOA continues in some form. • Consequent reduction in tenant management requirement which may have staffing implications.
Social Social objectives progressed	<ul style="list-style-type: none"> • May free up funds to address other social objectives/these objectives differently. 	<ul style="list-style-type: none"> • Likely to mean a decrease in affordable HFOA provision in Waitakere City. • Potential that some older adults cannot secure housing and are 'homeless'.
Benefit to tenants	<ul style="list-style-type: none"> • Difficult to quantify - may be positive. • May receive better service depending on purchaser. 	<ul style="list-style-type: none"> • Difficult to quantify - may be negative. Some tenants may have to return to their families and rely on family support that is already over burdened or not readily available. • Tenants lose security of Council landlord with associated obligations. • May have to pay more rent. • Future tenants may not be housed by the new 'provider'.
Appropriate or suitable for the community into the future?	<ul style="list-style-type: none"> • Not possible to ascertain with certainty. 	<ul style="list-style-type: none"> • Likely to have a negative impact on the community as it limits housing options for low income elderly.

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Environment Impact on existing infrastructure</p>	<ul style="list-style-type: none"> • Difficult to quantify. • Purchaser may develop innovative solutions to minimise impact of any changes on existing infrastructure. • More intensive development of HFOA may be in keeping with Town Centre Growth planning. 	<ul style="list-style-type: none"> • More intensive development of HFOA may increase pressure on infrastructure.
<p>Opportunities to improve environment</p>	<ul style="list-style-type: none"> • Purchase may be innovative, particularly if terms or conditions imposed requiring this (eg. that any new housing or upgrading involves sustainable features, such as insulation and solar panels). 	<ul style="list-style-type: none"> • Unlikely to be any resulting directly from the sale, unless terms or conditions imposed on purchaser.
<p>Statutory Compliance with statutory obligations</p>		<ul style="list-style-type: none"> • The special consultative procedure will need to be undertaken under the Local Government Act 2002 due to housing being a 'significant activity'. • Ongoing compliance will be purchasers obligation (including obligations under the Residential Tenancies Act etc)

e) Sell the housing portfolio entirely subject to existing tenancies and additional conditions for a fixed term.

Additional conditions could include: not being able to give existing tenants notice and not increasing the rent for 5 years. These conditions have a limited lifespan, which means that the purchaser would be able to determine the long-term future use of the housing portfolio.

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Strategic Opportunities for partnership or funding</p>		<ul style="list-style-type: none"> • The main disadvantage would be the difficulty finding a purchaser, and if one is found, the agreement is likely to be extremely compromised and it is unlikely the Council will receive a fair market return.

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Economic Short term cost to Council</p>	<ul style="list-style-type: none"> • Moderately large inflow of capital. 	<ul style="list-style-type: none"> • Unlikely that this service will continue without the direct and ongoing financial support of the Council (ie. a subsidy at least in the short-term). • Cost of sale (including commission, cost of consultation, possible staff redundancies). • Inflow of capital, but inability to sell at full value, as terms and conditions (such as constraints on rent levels) will reduce the amount the purchaser is willing to pay. • Financial value of the portfolio will be less than option d) due to stricter terms.
<p>Long term cost to Council</p>	<ul style="list-style-type: none"> • Long term savings in not having to manage the portfolio. • Benefit of sale funds. • Benefit of sale funds which could be utilised and ring-fenced for other affordable housing projects that are more economical and commercially feasible. 	<ul style="list-style-type: none"> • Loss of the ability to do anything else with the land on which the units are located. • The capital received from the sale may be used for commitments other than housing.
<p>Cost of not doing this or doing nothing</p>		<ul style="list-style-type: none"> • Until the portfolio has been sold on terms suitable for the Council: <ul style="list-style-type: none"> - the units will deteriorate over time and become difficult to let leading to a reduction in rental income, and - Council will need to ensure that HFOA continues in some form. • Consequent reduction in tenant management requirement which may have staffing implications.
<p>Other criteria</p>	<ul style="list-style-type: none"> • As for option d). 	<ul style="list-style-type: none"> • As for option d).

f) Sell the housing portfolio entirely on condition that it is retained by the purchaser as affordable housing for older adults on similar terms to the Council

This option will ensure that the villages continue to provide affordable housing long into the future and that it is specifically for older adults. It is therefore, more prescriptive than Option e) which imposes conditions on the housing for a fixed time only.

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Strategic Opportunities for partnership or funding</p>		<ul style="list-style-type: none"> The main disadvantage would be the difficulty finding a purchaser, and if one is found, the agreement is likely to be extremely compromised and it is unlikely the Council will receive a fair market return.
<p>Future growth and planning</p>	<ul style="list-style-type: none"> Difficult to estimate, as it depends what the purchaser chooses to do. This could have a positive impact, especially if terms and conditions are imposed. For example, more intensive development of HFOA may be in keeping with the growth plans of the Council, such as around town centres and neighbourhood centres. 	<ul style="list-style-type: none"> There may not be a social buyer for the assets as other social providers are getting out of the market. Unlikely to have a negative impact if terms and conditions can be imposed by the Council. However, purchaser may be reluctant to take on the portfolio with too many constraints. May be difficult to find a buyer due to perceptions of the public or wider community about the 'image' of social housing, which can sometimes be negative.
<p>Funding and opportunities</p>	<ul style="list-style-type: none"> Partnerships may be forged and joint ventures to benefit ratepayers are a possibility as the Council will receive a large inflow of capital. May mean more funds available to concentrate on other policy areas. 	<ul style="list-style-type: none"> May increase pressure on other community areas if Council ceases to put effort into HFOA. May initially undermine Council's efforts with the elderly generally.

Assessment Criteria	Strengths	Weaknesses & Risks
<p>Economic Short term cost to Council</p>	<ul style="list-style-type: none"> • Moderately large inflow of capital. 	<ul style="list-style-type: none"> • Unlikely that this service will continue without the direct and ongoing financial support of the Council (ie. a subsidy at least in the short-term). • Cost of sale (including commission, cost of consultation, possible staff redundancies). • Inflow of capital, but inability to sell at full value, as terms and conditions about future use of the portfolio will reduce the amount the purchaser is willing to pay. • Financial value of the portfolio is likely to be considerably less than under options d) and e).
<p>Long term cost to Council</p>	<ul style="list-style-type: none"> • Long term savings in not having to manage the portfolio. • Benefit of sale funds. 	<ul style="list-style-type: none"> • Loss of the ability to do anything else with the land on which the units are located.
<p>Cost of not doing this or doing nothing</p>		<ul style="list-style-type: none"> • Until the portfolio has been sold on terms suitable for the Council: • the units will deteriorate over time and become difficult to let leading to a reduction in rental income, and • Council will need to ensure that HFOA continues in some form. • Consequent reduction in tenant management requirement which may have staffing implications.
<p>Social Social objectives progressed</p>	<ul style="list-style-type: none"> • Affordable HFOA provision in the City remains unaffected. • May free up funds to address other social objectives/these objectives differently. • Likely to be less community resistance if another social housing provider will take over HFOA. 	

Assessment Criteria	Strengths	Weaknesses & Risks
Benefit to tenants	<ul style="list-style-type: none"> • Buyer will have altruistic values. • Likely to be positive as they may receive better service from the purchaser. • Possibility of improvement to units or to village sites. • Guarantee of affordable rent and other desirable terms. 	<ul style="list-style-type: none"> • Tenants lose security of Council landlord with associated obligations. • Insecurity of change.
Appropriate or suitable for the community into the future?	<ul style="list-style-type: none"> • Not possible to ascertain with certainty. • Depends on what the purchaser does (and the terms or conditions imposed by the Council). 	<ul style="list-style-type: none"> • Likely to have a negative impact on community as it limits options for low income elderly.
Environment Impact on existing infrastructure	<ul style="list-style-type: none"> • Difficult to quantify. • Purchaser may develop innovative solutions to minimise impact of any changes on existing infrastructure (or Council may require this). 	<ul style="list-style-type: none"> • More intensive development of HFOA may increase pressure on infrastructure.
Opportunities to improve the environment	<ul style="list-style-type: none"> • Purchase may be innovative, particularly if terms or conditions imposed requiring this (eg. that any new housing or upgrading involves sustainable features, such as insulation and solar panels). 	
Statutory Compliance with statutory obligations		<ul style="list-style-type: none"> • The special consultative procedure will need to be undertaken under the Local Government Act 2002 due to housing being a 'significant activity'. • Ongoing compliance will be purchasers obligation (including obligations under the Residential Tenancies Act etc)

5. Options for funding.

There are questions about how the service should be funded (including renewals, maintenance and ongoing management costs), if a decision is made to retain the housing portfolio.

Options include any one or a combination of the following:

- Central Government should pay.
- Waitakere City Council via rates.
- Waitakere City Council via loan through normal borrowing procedure or use of depreciation for new development.
- Waitakere City Council via partial sale of the housing portfolio.
- Waitakere City Council via revenue from the tenants.
- Waitakere City Council via revenue from the tenants only so the portfolio is self funding at no cost to ratepayers.
- Waitakere City Council and others such as Central Government, other public sector entities, and the private sector.

6. Options for standard of service provision.

What levels or standards of service provision should be offered, if a decision is made to retain the housing portfolio.

Choices for units and villages:

- Status quo - current level of service for units and village.
- Property Quality Standard: threshold 2: medium level of service.
- Property Quality Standard: threshold 3: higher than medium level of service.
- Reconfiguration - significantly changing the size of a unit, or allowing the addition of extra units by increasing the density.
- Redevelopment - of a village or villages or part of a village.

Other services:

- Additional services - provide support personnel and work more closely with out-of-house support agencies (improved function).
- Additional facilities - on-site, for example, communal halls (status quo).
- Additional activities - for example, trips and outings (new function).

7. Options for governance.

What method or methods of governance should be used to run the service, if relevant?

Choices are:

- Keep within Council.
- Keep within Council but contract out certain aspects.
- Arms length - Trust or Limited Liability Company.
- Contract out housing (private contractor, Housing New Zealand, another Council).
- Partnership.

RESOURCES

The contents of this report could have significant financial implications for Waitakere City Council, given that it concerns questions about the future ownership and management of the housing for older adults portfolio. An indication of the likely financial repercussions of any decisions made will be stated in a recommendation to the Long Term Council Community Plan and Annual Plan Special Committee.

CONCLUSION

In this report which is presenting the initial findings from the housing review of older adults, a set of questions have been raised about the role of the Council as a provider of housing, for the Committee to address. Any decisions made at this time will influence the remaining questions that will be raised in a second report in early 2006. Decisions will be finalised following feedback from public and stakeholder consultation (as part of the Long Term Council Community Plan process), and presented in a third report in mid 2006.

RECOMMENDATIONS

1. That the Strategic Issues on Housing for Older Adults report be received.
2. That the Council has an ongoing role in the provision of Housing for Older Adults.
3. That the Council make a commitment to the existing tenants to:
 - a. safeguard their well-being;
 - b. safeguard their tenancy;
 - c. ensure they are properly and comfortably housed; and
 - d. ensure that any change as a result of the review will be 'safe'.
4. That the Council agrees that it has a role as a facilitator of housing provision in the following ways:
 - a) Leadership and advocacy;
 - b) Partnerships;
 - c) Educator and promoter;
 - d) Policy development;
 - e) Regulator;
 - f) Developer;
5. The Council request a report in February 2006, on the options:
 - i) for operation of the Housing For Older Adults;
 - ii) for the levels of service for the villages;
 - iii) for governance and the likely financial implications for the Council.

Report prepared by: Zoe Cuming, Senior Policy Analyst (Strategy and Development).



11 PROJECT TWIN STREAMS UPDATE

PURPOSE OF THE REPORT

The purpose of this report is to provide City Development Committee with an update of Project Twin Streams outcomes from July-November 2005 and to present a detailed project plan for delivery of Project Twin Stream environmental, economic, social and cultural outcomes.

BACKGROUND

Project Twin Streams is an exciting and innovative multi-faceted project that focuses on achieving long-term sustainable integrated management of the Henderson Creek and Huruhuru Creek catchments. This project weaves together the issues of integrated storm water management and the restoration of 125 kilometres of stream banks along the Oratia, Waikumete, Opanuku, Pixie and Swanson Streams, with healthy and sustainable communities in a healthy environment.

At the heart of Project Twin Streams is the relationship between people and the environment. The project recognises that it is not possible to repair and restore natural waterways without working with the people and communities who are part of the catchment. This requires looking beyond stream restoration to a sustainable community development approach that includes, promotes and fosters the inter-connectedness of economic, social, cultural, spiritual and environmental well-beings.

A report was presented to Council on Wednesday, 20 July 2005 giving an overview of Project Twin Streams and requesting that Council endorse the quadruple bottom line objectives of the programme. Subsequently, Council passed the following resolutions:

- “1. That the Project Twin Streams objectives as set out in this report be endorsed in principle, for detailed consideration by the City Development Committee.
2. That a progress report on Project Twin Streams be submitted to the City Development Committee every four months to provide strategic direction and an overview of the project.
3. That further consideration be given in the 2006/2016 Long Term Council Community Plan to enhance Project Twin Streams and obtain leverage from external funding.”

1363/2005

STRATEGIC CONTEXT

Project Twin Streams has been identified as one of Council's catalytic projects and will contribute to implementing the Vision of Waitakere as an Eco City through all Council's strategic objectives and platforms. The Vision for Project Twin Streams is *Working Together for Healthy Streams & Strong Communities: Creating a Sustainable Future*.

In particular Project Twin Streams supports the Council strategic platforms of:

- Strong Communities - people are active, healthy and content;
- Active Democracy - people feel they can make a difference. There are high levels of community participation and respect for each others views;
- Green Network - caring for natural areas. Protection and enhancement is on both public and private land; community involvement is encouraged, as is the protection of landscapes, native plants, wildlife and ecosystems;
- Three Waters - stream restoration and resolving stormwater management issues.

Project Twin Streams also demonstrates the integration of Council's Quadruple Bottom Line approach in programme development and implementation as required by the Local Government Act 2002.

ISSUES

Scope of Project Twin Streams

Project Twin Streams is working across all four aspects of wellbeing – social, economic, environmental and cultural. This requires actions to ensure strong, healthy, engaged local communities who understand the challenges facing their catchment and take responsibility for them. It recognises that creative ways of learning, respect for heritage and valuing and celebrating different world views are essential ingredients in all community processes. It also understands that strong, local economies require new skills and new approaches which in turn will lead to new opportunities and jobs. All of this requires a healthy natural base, the recreation of biodiversity and the wise management of our natural resources and urban design that achieves a lighter footprint on the earth.

Project Twin Streams vision and objectives are being delivered through a community development approach.

The underlying assumptions of Project Twin Streams are:

- Some goals will be achieved in the short and medium term (3-5 years) and others will be longer term (10-50 years).
- The community will embrace the community development approach.
- Success requires willingness from across Council to actively support the project.
- In adopting this community development programme additional resources (or reprioritisation of existing resources) may be required through the 2006/2016 Long Term Council Community Plan.

A78-A96

The detailed project plan is attached at pages A78 to A96.

Planting and Maintenance Programme

Over this planting season (April to November 2005) 75,569 plants have been planted. This has resulted in the revegetation of approximately 10,170 square metres of stream banks on the Swanson, Waikumete, Opanuku, Lower Oratia, Pixie and Henderson streams. Weed and maintenance programmes have also been carried out on 6,044 square metres of stream banks

Over 50 percent of the planting has been undertaken by volunteers from local communities, schools, youth groups, scouts and guides, church groups, neighbourhood groups and individuals interested in revegetating the banks of their local streams.

Highlights for this period include the following:

- Planting undertaken by Rutherford High School at Pixie Stream. The school began planting the stream in 2004. Over this period they have planted in excess of 8,000 plants. The school has also commenced monitoring to assess the effect the revegetation has had on the stream. Pixie Stream is also being developed by Project Twin Streams as a demonstration site through the construction of bioretention (stormwater systems that use natural filtration through plants to clean up stormwater) prototype devices which are being monitored for stormwater treatment efficiency. There has also been construction of permeable paving using Permapave products.

- Princes Trust - a group of youth offenders, have been working on the Henderson Creek undertaking both planting and weeding. Over this season they have planted over 8,000 plants.
- Swanson Community have organised three very successful community planting days that attracted approximately 250 local residents and resulted in the planting of 5,927 plants.

Community Contracts and Community Engagement

A key goal of Project Twin Streams is to foster community engagement in ways that are inclusive and meaningful for local neighbourhood communities and communities of interest. Community uptake is being achieved through working to engage and contract six locality-based community organisations to develop Project Twin Streams in their neighbourhoods. As well as co-ordinating community involvement in the weeding and maintenance of the stream banks, local contract holders will develop with their local communities' opportunities to integrate environmental awareness through music, arts, cultural, storytelling, youth, job creation and employment and training initiatives.

There are now three organisations that have community contracts with Project Twin Streams approved by the Tenders Subcommittee, as follows:

- Te Ūkaipō Mercy Initiatives for Rangatahi Limited in Ranui-Massey along the Swanson Stream from Birdwood Road to Huruhuru Creek.
- West Auckland District Council of Social Services in the Henderson area along the Henderson Creek.
- Corban Estate Arts Centre has recently signed a contract to deliver Project Twin Streams in the Henderson South area along the Lower Opanuku Stream.

Consultation is currently being undertaken in the Lower Oratia area and the Glen Eden area to ascertain how these local communities would like to engage with Project Twin Stream and to identify suitable organisations to undertake a community contract. The Swanson community is also exploring options for an appropriate organisation to take up a community contract. It is anticipated that by mid 2006 there will be six community organisations contracted to develop Project Twin Streams in their localities. This will cover the majority of the Catchment.

A snapshot of achievements from Te Ūkaipō Mercy Initiatives for Rangatahi Ltd (Ranui-Massey) and West Auckland District Council of Social Services (Henderson Creek) community contract organisations include the following:

- Establishing Project Twin Streams in their local communities.
- Ranui-Massey Project Twin Streams have held three extremely successful community planting and education days attracting approximately 400 residents including a large number of children. Local groups are also beginning to adopt sections of the stream. A programme for rangatahi (youth) at risk are working weekly on the stream banks doing weeding, planting and maintenance. It has been reported that there have been significant improvements in the students' behaviour and also their educational attainment from being involved in Project Twin Streams. At the end of one programme a rangatahi stated that "I have learnt to respect mother nature". A total of 8,972 plants have been planted by the local community covering approximately 4,740 square metres.
- West Auckland District Council of Social Services began their contract part way through the planting season. They have organised planting days with Fanshaw Road Primary School, Scouts and local residents. This has resulted in the planting of 2,500 plants. Two more small planting days are being planned before the end of the planting season.

The Community Contracts are being delivered at significantly lower costs than a commercial contract and unlike commercial contracts they have the potential to achieve outcomes across all four well beings.

Creative Processes

The Project Twin Streams Community Arts Worker (a part time position initially funded externally through Sustainable Communities) has been working alongside the community contract organisations to develop and implement creative ways of engaging people in the project and developing understanding of the causes and means of addressing environmental degradation. Achievements of this position to date include the following:

- Working with children in the Ranui After-School Project who have made a mosaic gecko (mokomoko) that is now displayed outside the Ranui Community Centre. The children also drew pictures and wrote stories of their vision for the Swanson Stream. This has been put together into a book and entered into the OSCAR (National Association for After-School Care) competition.
- Children at Birdwood School have written and performed a rap about Project Twin Streams. Youth from the local youth group designed tee shirts that the younger children wore for their performance.
- Children at West Wave After-School have designed flags depicting how they see Henderson Creek. These flags have been sewn up by a group of trainee machinists.
- Working with West Auckland District Council of Social Services to organise a Celebrating Henderson Creek weekend that includes art displays, music, ecological and historical walks, painting, educational displays, a performance by the Waitakere Women's Choir and a parade and installation of the flags designed by the West Wave After-School.
- A significant number of people, particularly children, who are engaging with Project Twin Streams through the community arts projects, are also taking an active interest in planting days.

Cycle and Walkways

As part of Project Twin Streams, an application was made to Infrastructure Auckland (now Auckland Regional Holdings) for \$5.2 million to construct 14.5 kilometres of cycle and walkways along the Opanuku, Oratia and Waikumete Streams. This application was approved in 2004.

Work has begun on stage one of the cycle & walkway programme. The routes for this stage will extend from:

- Great North Road alongside the Opanuku Stream, through the Corban Estate to Border Road.
- Millbrook Road, alongside the Oratia Stream to Parrs Cross Road, and from alongside the intersection of the Oratia and Waikumete Streams to Parrs Park.

Public consultation on the above routes occurred between 25 July 2005 and 23 September 2005 and on the Draft Lower Oratia Stream Reserves Management Plan. Over 500 people were consulted face to face and over 30 written submissions were received. Feedback on the Draft Lower Oratia Stream Reserve Management Plan and proposed cycle and walkways was overwhelmingly positive, with residents viewing them as a community asset which would enhance their local area and the City.

Key points from the consultations included the following:

- New planting should aim to achieve a balance between revegetating and ensuring maximum visibility and public safety. Stories to reflect local history, local plant, bird and animal life, local personalities, Maori legends and the cultures of people living in the area. Art works should be by local people and include mosaics, sculptures, art bridges and seating and carvings.
- Key safety issues - the need to provide regular exit points, providing enough room to accommodate walkers and cyclists, appropriate lighting, signage, fencing, handling dogs, combating vandalism, providing good maintenance, having full disability access and appropriate rails and surfaces. A professional safety and access audit was also undertaken for both routes.
- Use of the routes can be enhanced through providing seating, picnic and rest areas, park and play spaces, cycle racks, publicising the routes, holding events and high quality ongoing maintenance.

Detailed suggestions were also made for each route. This feedback is reflected and incorporated in the full consultation feedback report.

The second stage of the cycle and walkway network will extend from Border Road to Henderson Valley Road and from Harold Moody Park in Glen Eden to Ceramco Park. Community consultation on the proposed routes for this stage will begin in February 2006.

Property Buy Outs

Following approvals from the Finance and Operational Performance Committee, Project Twin Streams commenced buying properties in the Serwayne Place/Millbrook Road area (2003), in Henderson Valley Road (2004) and Glen Eden (2005). To date the following properties have been acquired:

- **Henderson Valley - Opanuku Stream Area**
Sixteen properties are required for the project and nine have been purchased to date. The remaining seven properties are at various stages of negotiation. Contractors have now started to relocate seven of the acquired houses off site.
- **Serwayne Place Area - Oratia/Lower Waikumete Stream Area**
Twenty-six properties are required for the project and twenty-three have been purchased to date. The remainder are under negotiation.
- **Glen Eden - Waikumete Stream Area**
Fifteen properties are required for the project between Harold Moody and Ceramco Parks and further twenty-one properties are required between 347 West Coast Road and Glendale Road.
Of the above, four have been purchased to date, a further three have reached agreement and the remainder are under negotiation.
- **Cycleway Properties**
All significantly affected property owners along the cycle and walk way routes where strips of land are to be acquired have been approached and discussions are proceeding with the owners. Agreements can be finalised when the cycleway engineering design is available showing the extent of land required from affected properties.

To date the careful process used by Project Twin Streams in working with affected property owners has meant that it has not been necessary for Council to resort to using the Public Works Act to acquire any properties.

Discussions have begun with Housing New Zealand Corporation on the possibility of purchasing Project Twin Streams' houses for social housing requirements.

Relationship with Manawhenua and Iwi

Te Kawerau a Maki and Ngati Whatua have both been engaged to prepare cultural heritage reports for the parts of the catchment covered by the cycle and walkways. Both iwi have in principle given their support for the project.

Meetings have been held with Hoani Waitiiti Kura Whanau and Te Whanau ö Waipareira to begin discussions regarding their interests in Project Twin Streams. Each of the contracted community organisations is being encouraged and supported to develop relationships with local Maori in their own localities.

A training workshop for the Project Twin Streams team, other related Council staff and current and future contracted community organisations is being held at Te Piringatahi O Maungaarongo Marae in Massey. This workshop is an opportunity to share different cultural knowledge informing the development of Project Twins.

Project Twin Streams is working with other key stakeholders to support the recently established Maori Economic Development Project - Turuki Turuki Paneke Paneke - a joint venture between Te Kawerau a Maki and Te Piataata Trust (funded by Department of Internal Affairs). A number of the objectives for this project are aligned to Project Twin Streams.

Sustainable Auckland - Sustainable Communities

Project Twin Streams has been selected as one of two demonstration sites for Sustainable Communities which is one of the work strands of Sustainable Auckland. This brings additional resources of \$65,000 a year for three years through direct funding. It also includes the re-alignment of existing central government resources to further the social, economic and cultural goals of Project Twin Streams.

The partnership with Sustainable Communities is enabling the implementation of the social, cultural and economic goals for Project Twin Streams. The focus for investment by Sustainable Communities in Project Twin Streams for 2005/2006 is to progress the economic goals. The first step is undertaking a short term contract in the first half of 2006 to identify and assess the viability and resourcing requirements for potential community economic development initiatives and develop project plans to take them forward.

RESOURCES

The resources available are as follows:

- Funding of \$38.2 million has been allocated from Infrastructure Auckland (now Auckland Regional Holdings) for stormwater management, repair and restoration of 125 km of streams and to provide social and economic benefits as outline in the contract. A claim has just been submitted to Auckland Regional Holdings for \$7,112,000 for 2004/2005. This will make a total of \$10 million that has been claimed to date.
- Funding of \$5.2 million has been allocated from Infrastructure Auckland for the construction of cycle and walkways along the Oratia, Opanuku and Waikumete streams.
- Direct funding of \$65,000 from Sustainable Communities for three years has been secured to progress agreed social, cultural and economic goals of the programme.
- A Community Advisor from Department of Internal Affairs has been made available to contribute up to 20 hours per week to progress agreed Project Twin Streams-Sustainable Communities goals.
- Funding of \$12 million from Financial Contributions.

CONCLUSION

Project Twin Streams has evolved significantly from its original concept of riparian restoration to become a quadruple bottom line community development model for catchment restoration as a living example of sustainable development. The project is already becoming well known within the catchment, and although it is still in the establishment phase, it has made significant achievements which will increase exponentially each year.

RECOMMENDATIONS

1. That the Project Twin Streams Update report be received.
2. That the Project Twin Streams detailed project plan as set out in this report be endorsed.

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



12 DRAFT LEISURE STRATEGY

PURPOSE OF THE REPORT

The purpose of this report is to present the draft Leisure Strategy to the City Development Committee and to seek the Committee's approval to proceed to public consultation.

BACKGROUND

The Council's Leisure Strategy is the framework for the development of leisure opportunities to ensure that they are available to all residents, responsive to changing demands and provided efficiently.

Council adopted the current Leisure Strategy in 1994 making the document and its content, direction and policy ten years old. A review of the current Leisure Strategy identified several gaps that have occurred due to the progression and developments in the leisure industry over recent times. New trends such as a decrease in volunteerism, new and different leisure opportunities, and a value change from a community focus to a self-focus need to be considered.

A new Leisure Strategy is currently being developed to ensure that relevant policy and framework is produced to provide direction to Waitakere City Council. The Strategy will be aligned with the Auckland Regional Physical Activity and Sport Strategy, and the Waitakere Parks and Open Space Strategy.

Consultants Visitor Solutions were awarded the Leisure Strategy development two-year contract in November 2003, and bring together a team of highly skilled experts to work with Council staff in developing the strategy. Internal consultation was undertaken to develop the project scope, which was adopted by the City Development Committee in May 2004.

In the development of the Leisure Strategy there has been extensive consultation both externally and internally to identify the needs of the community in the various catchments identified. External consultation included many special interest groups such as Māori, Pacific Island, refugee and new migrants, youth, elderly, disabled and general community. Internal consultation included senior management, Strategy and Development, Parks Planning and Maori Issues. Councillors were invited to all external consultation workshops.

STRATEGIC CONTEXT

Community leisure facilities and activities contribute to Council's Strong Communities and Urban and Rural Villages Strategic Platforms 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.

Council's strategic objective for leisure is that a comprehensive range of leisure, recreation and sports services and facilities are provided, enabling opportunities that promote health and social cohesion.

To improve the well-being of the City's people and communities, Council provides and supports a diverse range of leisure opportunities through facility operation and development, direct funding, assistance to access other funding and support of activity initiatives.

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.

The Local Government Act defines one of Council's responsibilities as being to promote the social, economic, environmental and cultural well being of communities, in the present and for the future.

ISSUES

A97-A178

The draft Leisure Strategy as attached at pages A97 to A178, is ready for public consultation. The draft Leisure Strategy has been two years in the making with extensive research, analysis and consultation taking place to ensure any current gaps in current service are filled and to plan for future facilities and budget for them in the Long Term Council Community Plan.

Some of the key features of the Leisure Strategy are:

- although a significant capital spend over the next ten years is planned this level of spend merely maintains our current levels of service;
- a pools strategy is required to plan for future aquatic facilities;
- multi use games areas are required to provide leisure opportunities to both built urban environments and rural areas where there is little flat or open land space available;
- parks are encouraged to become multi functional with opportunities for bike riding, wheel based activities, the disabled and families;
- provision of community houses in need areas;
- encourage the development of multi sport complex on parks;
- strategic partnerships.

Consultation will commence from December 2005 and will culminate in February 2006. Consultation will consist of:

- public notification via newspapers, the Western Leader and the New Zealand Herald;
- will be available to download from the Council internet and intranet sites;
- a feedback form will also be available for comments on the Leisure Strategy;
- groups involved in original consultation will be sent a hard copy of the Leisure Strategy and the feedback form;
- written feedback can either be on the feedback form and mailed to Leisure Services or an electronic version of the form can be used and emailed;
- copies of the Leisure Strategy and feedback forms will also be available at Council's community centres, libraries, civic reception and through call centre; and
- copies sent to Community Boards for feedback and presentation to Community Boards in February 2006.

Once consultation has finished all feedback will be assessed and amendments to the draft Leisure Strategy will be made and the final Leisure Strategy will be completed for circulation by the end of February 2006.

RESOURCES

The Leisure Services budget had \$50,000 approved in the 2003/2004 financial year, and \$35,000 approved in the 2004/2005 Long Term Council Community Plan for the development of the Leisure Strategy. The 2004/2005 budget of \$35,000 was carried forward into 2005/2006.

The Strategy and Development budget had \$15,000 approved in the 2003/2004 financial year for contribution to the development of the Leisure Strategy.

CONCLUSION

The draft Leisure Strategy is ready to be put out for public consultation. After considerable time and effort into research, analysis and consultation to produce the draft Leisure Strategy consultation will commence to prepare the final Leisure Strategy. Consultation will commence in mid December 2005 and finish in early March 2006.

The draft Leisure Strategy will be widely available through direct mail, the internet, community centres, libraries, Council receptions and call centre. People will be able to download the draft Leisure Strategy and feedback forms or collect hardcopies from any of the above locations. Feedback will principally be via written feedback to Leisure Services where amendments to the draft Leisure Strategy will be made.

RECOMMENDATIONS

1. That the Draft Leisure Strategy report information be received.
2. That the City Development Committee endorse the draft Leisure Strategy being released for public consultation.

Report prepared by: Louis Rattray, Leisure Services Manager.



13 **CORBAN ESTATE - STRATEGIC PLANNING REVIEW**

PURPOSE OF THE REPORT

The purpose of this report is to provide Councillors with a single-source update of the history of Council's acquisition and major dealings with Corban Estate Arts and Cultural precinct, to outline the present status of the development of the Estate and linked projects, to draw conclusions from Council's progress to date, and to recommend a way forward.

BACKGROUND

Where Did We Come From?

A179 to A181 Attached at pages A179 to A181 shows a brief timeline of the history of Corban Estate, primarily during the time of Council's ownership. Understanding the history and rationale behind Council's association with this property is a key requirement to enable better decision making for the future.

The background summary clearly shows a continued interest in the three major strategic factors of heritage, arts and culture throughout the entire period of Council's ownership.
Where Are We Now?

Fundamentally, the nature of Corban Estate is still quite similar to that which was proposed the time of Council's original acquisition. The common themes of "heritage", "tourism", "arts & culture" that have been promulgated since before the estate came into Council's property portfolio still exist. Part of the estate is managed by the Waitakere Arts and Cultural Development Trust, through the Corban Estate Arts Council.

Around the Henderson Town Centre and the City as a whole, however, many changes have taken place that were not proposed at time of acquisition.

Primarily, the development of The Trusts Stadium at Central Park Drive, Lincoln, has obviated the need to consider Corban Estate as a potential sporting venue. The basketball courts that were always considered an interim use for the site have moved on, and taken with them one of the original potential uses of the property.

Another city development that was not considered for many years since the time of acquisition is Council's purchase and occupation of the old Caxton tissue factory at 2 Henderson Valley Rd as the location for Council's new civic building. This development is important for Corban Estate in many ways:

- 670 council staff will see Corban Estate as a major recreational area close to their place of employment;
- Visitors to Council's offices will notice the estate, some of whom may never have considered visiting it in the past;
- The air bridge at the Civic Centre office brings Corban Estate into closer connection with the main retail, study and recreational areas around the Henderson town centre;
- With double-tracking of the railway, Corban Estate will be accessible to tourists in a way that few, if any, outlying recreational areas within the Auckland region enjoy. Corban Estate no longer needs to rely on tourist buses to bring foreign visitors to its doors; getting there will soon be a low-cost, quick, and interesting journey for travellers of all types and budgets.

In the 13 years since Council's acquisition, a variety of other arts and cultural-related initiatives have taken place or are planned for the City. These must be considered as planning takes place for this specific property, since the scale of development within an easy walking distance of the estate will influence what uses may be accommodated on the site. Some of the more important initiatives include:

- The development of a sound-stage and film/television precinct in the immediate area of Henderson Valley Road;
- Residential development at the northern area of the site, and the introduction of residents/stakeholders;
- The arrival of UNITEC, and a campus destined to grow to some 12,000 students within several years;
- The introduction and rapid growth of Waitakere Gardens retirement village;
- The increase in cultural diversity in Waitakere City.

Importantly, Council's knowledge and experience in the design and implementation of Eco-City initiatives is far more sophisticated than that of 10 - 12 years ago, when it was beginning to explore the concept. Issues such as environmentally sustainable design, linkages/pedestrian connections and the provision of EcoCity appropriate services are all tactics with which Waitakere City is now experienced.

In short, while there have been many changes to the City and its vision since the time of Council's acquisition, the basic tenet of a heritage-based arts and cultural precinct to serve the wider community still applies.

Partly Completed Work

In mid 2005, Councillors were presented with a Concept Plan for the entire site. While this draft plan is reasonably concise, it is, nevertheless, at a low level of detail, as it represents the range of potential uses rather than an indication of final location and building boundaries. Officer time now needs to be spent in review of these documents, in the context of Council's resolutions for 'a way forward' as a result of this report.

With the finalisation of this partially completed work, Council will at last have a project plan that can be broken down into manageable stages and guide gradual development implementation.

Council has also received a concept plan for the development of a performing arts centre, which needs to be incorporated into the overall analysis and development of a project plan/work breakdown schedule.

Projects Underway

At time of writing this report, some major Council projects are in the planning stages.

The area around the entranceway, including that damaged by fire in 2004, is being planned for redevelopment. An area of car parking is being planned as a central vehicle depository at the boundary, but also within the context, of the areas of major activity. Vats, once used to store and process wine, are being kept as a heritage feature, and may become a 'demonstration piece' by renovating and opening up one or two vats with transparent viewing windows. Mosaics produced by local school pupils are intended to be a central feature, as are the installation of 'arts gates' at one end of the parking area. The finished parking area will embody both the arts and heritage aspects of Corban Estate, and the car park itself will provide an attractive vehicle space to support Corban Estate Arts Council present development of an educational and function area in the old Dry Goods store.

Planning is also beginning for the restoration of the Still Building and tower. Despite being of World War 2 and post-war construction, the tower and adjacent building is a heritage feature of the property, and also the main feature of Corban Estate as viewed from Great North Road and the railway line.

Both of these projects will also enhance Corban Estate Arts Council 's ability to generate revenue from the property. At this stage, the most obvious benefit will be to allow development to proceed at a faster rate.

As part of the Henderson Town Centre redevelopment, the obsolete St. Michael's Church building was relocated onto the estate some years ago.

A report was brought to this Committee in August 2005 to seek Committee approval for the sale of St Michael's Church and the provision of a land lease for such to the Henderson Heritage Trust at the Corban Estate. The lease agreement has been signed between the Council and the Henderson Heritage Trust and the sale of the church will be formalised once the re-positing has been completed by the Council.

A182

Repositioning works took place between 21 - 25 November 2005 including reinstatement of the immediate site by turning the church 90 degrees and setting it back on the site by 7 metres from the road lane. The relocation will enable the church to fit with the Corban Estate Concept Plan and improve its road frontage presence. The Church then will be restored by the Henderson Heritage Trust to a high standard in keeping with the 'Old St Michael's Church Henderson Conservation Plan' prepared by Dave Pearson Heritage Architect. The landscape plan is attached at page A182 indicates the final restoration outcome.

"4. That officers report back to the City Development Committee before the end of 2005 on progress by the Henderson Heritage Trust in respect of the restoration work programme."

1427/2005

The Henderson Heritage Trust have started inquiries regarding external funding for restoration and applications will be made in the February 2006 funding rounds. The building consent is being undertaken and dependent on the funding application responses it is expected that restoration will have started by mid 2006.

Related to the development of the estate, but not a direct sub-project, is the development of a local walking and cycle-way, running through the site as part of the Twin Streams project.

Planned Future Projects

In addition to projects which are currently under way, several other projects are indicated on the draft concept plan and tentatively budgeted and timetabled for implementation. In list form, these include:

- The performing arts and open-air performance venue;
- The Pacifica culture and cultural arts venue;
- Appropriate commercial development, such as café/gallery/reception area or similar;
- Appropriate wine-related facility, say museum or wine-tasting facility;
- The 'Henderson Heritage Tram', a project which has been given tacit support by Council to date, but which needs further development and consideration in the near term as restoration of the trams gets under way.

Further development of the concept plan may result in additional projects, such as a hotel or youth facility, being proposed in the final draft.

STRATEGIC CONTEXT

The Corban Estate has the potential to become a major arts and cultural facility for Waitakere City and provide a unique attractor within the Henderson Town Centre area. The Urban and Rural Villages strategic platform incorporates the development of an Arts Precinct, leading to the development of a vibrant city with appropriate recreational opportunities. Council's Arts and Cultural Strategy proposes this project as a priority for the City. Within the Henderson Concept Plan and work programme it is referred to as development area 'precinct 4' and a number of initiatives are included in the wider work programme that will integrate this precinct into the town centre, civic centre and tertiary area, the leisure facilities and the public transport systems. Development of this site will contribute to achieving Council's strategic objectives in relation to both town centre development and development of arts and cultural activities in the City while providing a unique environment for leisure and educational activities.

The Local Government Act (2002) now requires that Councils undertake responsibility to promote 'cultural well-being'.

ISSUES

Long-term Strategic Planning

The development of Corban Estate for community purposes has been in varying states of planning since Council's acquisition in 1991. The broad intentions have always remained as the key themes of arts, culture and heritage. It is not surprising, therefore, that this report recommends these three key themes as a way forward. However, it is important to consider the relationship between each of these themes, which can stand alone, but which would do better in combination; lending support to the oft-quoted phrase "The sum of the parts is greater than the whole".

Corban Estate as an Arts Venue

From the earliest time of Council's acquisition, the site has been earmarked for an arts-related use, the draft concept plan's focus is on this as a primary aspect, and confirms that, while this is a Citywide (or greater) property, arts uses provided here must reflect the needs of the whole City, and must not duplicate arts uses provided elsewhere.

In addition to the established arts uses on the site, the draft concept plan proposes a performing arts centre, potentially with open-air facility as key linchpins to this site as a unique arts venue.

Corban Estate as a Cultural Venue

Like the arts, use of the site as a cultural icon for Waitakere City has long been proposed.

To some extent, there is a blurring between heritage and culture in the general nature of site development. In another sense, the draft concept plan identifies this as the site for a Pacifica Cultural Centre, reflecting the Pacific community's establishment on this site for several years.

Corban Estate as a Heritage Icon

First and foremost, this is a heritage property. Heritage was behind Council's original acquisition, and is behind the community's understanding of their association with the property. Should Council change its focus for development, the property will remain a heritage site; conversely, should Council neglect the heritage component in its desire to develop an arts and cultural centre, something valuable would be lost to the community.

Some aspects of this heritage have been explicitly portrayed in the concept plan received by Council in 2004, by the suggestion of a gallery or wine-tasting area, by the relocation of St. Michael's Church onto the property, and by the retention of key winery features in new development, such as the old vats.

Other aspects of the heritage significance will need to be implicit as Council develops the site. New uses for the land, such as a performing arts centre, will need to retain some of the overall heritage 'feel' (or at least not act in contrast) or, again, something will be lost. Site branding also needs to be carefully considered, as does the physical location of the various new uses on site.

The Need to Consider Young People

Special mention needs to be made regarding the consideration of youth facilities at the site.

Waitakere City is very much a young City, compared with other parts of Auckland and New Zealand. The introduction and planned growth of UNITEC tertiary services in the heart of Henderson and Lincoln (unforeseen in 1991) will only add significantly to the presence of young people at Corban Estate.

Council's commitment to providing a youth facility in Henderson is quite compatible with the City's heritage, culture and arts components already earmarked for this site, and it is recommended that, in taking the draft concept plan to finalisation stage, consideration is given to the value of part of the site to young people, and in particular to the potential to create a youth facility that integrates with other uses for this site.

The Need to Plan for Success

Although it may be considered to be implicit in the above text, special mention should be made of the need for development at Corban Estate to be successful.

In as much as the Council needs to plan for the eventual provision of special-use facilities, it must not be forgotten that the facilities themselves are merely a means to an end. They must be designed to encourage people to visit once, and then keep coming back. It is growing use and enjoyment of the property that will determine its success, as opposed to the provision of physical development. Many of these facilities must also be able to generate income to offset some of Council's capital and operating costs at Corban Estate.

How Do We Get There?

Completion of Planning Under Way

Analysis of the milestones over the time of the Council's ownership reveals continued interest in an unchanging "raison d'etre". However, at various intervals, alternative plans have been suggested which have interrupted progress. It is recommended that officers continue to work with Visitor Solutions and ASC Architects to develop what is now referred to as 'the draft concept plan' into a development plan that can be signed off by the Council and used as the basis for ongoing physical development.

The two major projects identified in the draft Concept Plan, being the performing arts centre and Pacifica Cultural Centre, have been included into draft Long Term Council Community Plan 2006/2016. Subsequent to their development, an estimate has been made for remaining work as identified in the concept plan, and averaged over the remaining years of the Long Term Council Community Plan.

It is intended that, during review of the concept plan and its finalisation, Councillors be approached for their input into significant aspects of both plans as early as appropriate, to ensure that the Council is not presented with a fait accompli in the last instance. At this stage, it is envisaged that these be by way of, say, quarterly updates in Council agendas and regular workshops.

Defining The Target Market

Consideration needs to be made to ensure that the Council develops facilities that suit present and future users, in addition to the physical purpose of those facilities.

While the draft concept plan already makes reference to such factors as demographics and population size and reference is made throughout the document to the site's appeal to tourists, students, as well as locals, it is recommended that, prior to finalisation, a special section and clear description of who will use this site must be included in the early part of the document. Everything further needs to stem from this.

Branding/Wayfinding

Work has already begun on branding and wayfinding, in order to match the timing of wayfinding signage throughout the Henderson Town Centre.

Suffice it to say that, in addition to enabling strangers to the area to find their way to the site, a short but detailed identity/brand needs to be developed that both explains the iconic nature of the property, and creates an interest for those who have yet to go there. This task is more complex than might first be thought, and it needs to be carried out before other development takes place and is named. Early thought is an overall site name, which would be able to be relevant to and incorporated into the naming of each facility on site (Harbour Taxis at the Viaduct Basin, for example).

Consideration of Surrounding Properties

As with all property development, the impact of development at the Corban Estate needs to have due regard to neighbouring properties. However, two items need specific mention:

With the development of the Council's new Civic Centre and air bridge to Waitakere Central Station and Henderson Town Centre, the public connection with Henderson Valley Road needs priority. Opanuku Reserve, which sits between Corban Estate and Henderson Valley Road itself, needs to be brought into site planning. Opanuku Reserve is a necessary part of creating appropriate development and linkages. As Corban Estate develops, the public will no doubt see the two as one.

Likewise, Council's car park at Coronation Bridge needs to be incorporated into overall site planning, as it will provide development synergies.

Other Linkages

In addition to linkages between this property and the two adjacent Council-owned properties, the generic issue of linkages needs to be considered as it affects development on this site.

To be successful, key linkages need to be established, and it is proposed that these be explored as part of ongoing concept plan development.

In order to hold larger scale events, an additional vehicle access to the estate is essential. Although the final development will be a vibrant, pedestrian-based precinct, and the best opportunities need to be provided to those who will visit the site by foot, pedal-power, or public transport, parking and vehicle access still needs to be provided.

Governance

Since the development of both the Corban Winery Estate Trust Board and the Waitakere Arts and Cultural Development Trust, Council's abilities in the field of community and corporate governance has developed significantly, in part due to lessons learned in the governance of major regional entities such as Watercare, Infrastructure Auckland and Auckland Regional Transport Network Limited, and also in part due to improved legislation in the form of the Local Government Act 2002. Today, there is a greater opportunity to shape the roles and obligations of trusts such as the Waitakere Arts and Cultural Development Trust so that they link directly with the achievement of Council's own strategic goals and platforms. Work has been proceeding on developing a relationships policy, and the outcome of this work will be incorporated into existing governance relationships as opportunity permits.

As outlined earlier, appropriate Governance of Corban Estate is as key to its success as the provision of physical construction. Council's experience in the development and functionality of Council-controlled Organisations (and those which it supports without full control) has also grown in previous years, and it is recommended that an appropriate governance structure be explored with the Waitakere Arts and Cultural Development Trust.

A further report will come to the Council outlining options for the future governance of the site.

RESOURCES

Budget exists within the Quality Assurance Directorate to assist with the review of appropriate governance models for the Estate. Similarly budget exists to complete the concept planning for the Corban Estate.

Estimated funding has been allocated in the Long Term Council Community Plan planning process for both the performing arts centre, and for the Pacifica Cultural Centre. Based on provisional floor area, an allowance has been made for further development by averaging the estimated total cost over the 10 years between 2006 and 2016. An outline of the longer term costs associated with the various concept options will be brought back to the Council for consideration.

This project is recognised as a strategic priority for the Council. A detailed work programme and associated cost and resource implications will be brought back to the Council as part of the 2006/2007 budget considerations.

CONCLUSION

Corban Estate was the family home and winery of the Corban family, pre-eminent winemakers in New Zealand from 1902 to the 1970's, during which time the New Zealand wine industry itself began and grew to maturity. Consequently, the property has heritage value for both the local and national interest.

Council acquired the property in 1991. Throughout the ensuing years, despite the consideration of several other proposals, Council has been consistent in its intention to develop Corban Estate as an Arts, Cultural, and Heritage precinct.

Concept plans are in a variety of stages of completion, and this report recommends their completion and presentation to Council for finalisation, after which they can form the basis for manageable sub-projects.

RECOMMENDATIONS

1. That the Corban Estate - Strategic Planning Review report be received.
2. That Council officers work with Visitor Solutions Limited and ASC Architects to revise a concept plan timeframe for Corban Estate, and to bring the final draft plan to Council for approval, in order that it can form the basis for future site development.
3. That, as part of the completion of a site development plan, Council officers undertake a Branding and Wayfinding exercise, to highlight the Corban Estate as an Arts, Cultural, and Heritage icon.
4. That Opanuku Reserve and Coronation Bridge Car Park be incorporated into the scoping work being undertaken for the Corban Estate.
5. That a governance review of the Waitakere Arts and Cultural Development Trust be undertaken to develop a balance of accountabilities that will better ensure the strategic outcomes of both the Council and The Waitakere Arts and Cultural Development Trust and incorporated into ongoing lease negotiations.

Report prepared by: Michael Riley, Project Manager: Strategic Property Projects.



14 WINNING THE WAR ON WEEDS PILOT PROJECT

PURPOSE OF THE REPORT

The purpose of the report is to provide the City Development Committee with background information on the Winning the War on Weeds pilot project, a component of the Waitakere Ranges and Foothills Protection project, as well as to seek nomination of a Councillor on to the advisory group for the pilot.

BACKGROUND

The Waitakere Ranges and Foothills Protection Project has been underway since 2003. The project is focussing on the long term protection of the Ranges and Foothills. A range of threats and issues were identified in the Council's Protection of the Waitakere Ranges Area - Background Paper, produced in December 2003. Weeds were identified as one of the key threats to the Ranges, and are the only issue to achieve near consensus within the Ranges community consultation. The project also identified the importance of community involvement and stewardship in the long term protection of the Ranges. Although development of the draft Waitakere Ranges Heritage Area Bill has taken much of the focus of the project, it has been identified that a number of different mechanisms would be required to ensure the long term protection of the Ranges.

The Council currently contributes funding to weed control and ecological restoration in the Ranges through three Green Network programmes:

- Community Assistance Programme (providing advice, support and incentives to private land owners and occupiers undertaking stewardship type projects on their land including berm areas).
- Community Action on Parks Programme (giving permission, advice and support to community groups wanting to contribute to stewardship and amenity outcomes on public land managed by Waitakere City Council).
- Council's own weed control and revegetation programme.

The first two programmes are responsive to community demand and are by nature reactive. The latter programme implements the Council's own priorities and meets the Council's legal biosecurity responsibilities. The programme is undertaken through contracts. Under this programme all Waitakere City Council-owned parks are managed for legal weeds (as determined by the Auckland Regional Pest Management Strategy). Only 50 (nearly 10%) of Waitakere City Council's parks receive comprehensive weed control designed to protect the ecology of those reserves. The Council also administers contracts for roadside vegetation management.

The Auckland Regional Council has 2 areas of biosecurity responsibility. Firstly, through a 5-yearly public submission process, the Auckland Regional Council determines the species which will have legal requirements for control. These are published through the Auckland Regional Pest Management Strategy. The Auckland Regional Council also has enforcement capabilities to implement the Auckland Regional Pest Management Strategy. Secondly, as a landowner, the ARC undertakes some weed control in the regional parkland.

STRATEGIC CONTEXT

The Green Network is one of the nine platforms in the Long Term Council Community Plan. This platform contains a vision that would see streams and forests full of life, the Waitakere Ranges permanently protected and a healthy network of green in place linking the Ranges, through urban Waitakere to the sea, and connecting the everyday lives of the people of Waitakere with the natural world. Weeds are acknowledged as a major threat to the city's biodiversity values and to people's enjoyment of those values. Seventy-eight species of weeds have some form of regulatory control requirements through the Auckland Regional Pest Management Strategy. This is from over 250 species of environmental weeds known to threaten Waitakere City.

The Waitakere City Weed Management Strategy was adopted by Council in September 2000. This document guides the strategic approach to the management of environmental weeds.

The Waitakere Ranges and Foothills area is a key component of the regional ecological corridor concept known as the North-West Wildlink. This is a regional extension of Waitakere's Green Network, linking the Waitakere Ranges to the off shore islands in the Hauraki Gulf. It is a regional initiative endorsed by Waitakere City Council, Auckland Regional Council, Department of Conservation, Forest and Bird, North Shore City Council, and Rodney District Council. The Winning the War on Weeds project could be one of Council's key contributions to the North-West Wildlink.

ISSUES

As highlighted in the Waitakere City Weed Management Strategy, weeds are an ongoing and complex issue that require a multi partner approach. The problem is extensive and requires the involvement of territorial authorities, landowners and residents to address.

The Green Network education and community response programmes encourage community development and ownership of the issues. Approximately 70 groups regularly participate in stewardship activities (an increase of over 1,000% since 1997) and weeds are now considered unacceptable. This highlights a tremendous change in attitude over time, however, the nature of these programmes do mean that they are reactive to community requests and are not comprehensive in land coverage and management. Information is largely only received when proactively sought.

As a result, programmes can be limited in their success in controlling the establishment or distribution of weeds for 2 reasons. Firstly, from a lack of coordination within neighbourhoods, i.e. between neighbours and areas of neighbouring land including Council land. Secondly, from what can often be the ineffectiveness of actions (despite the best intentions and efforts) as a result of a lack of information on the most effective methods or strategies for controlling populations.

In order to address the interrelatedness and complexities of weed and restoration issues, a community engagement project is being developed to provide a more holistic and strategic approach. It is aimed at enhancing biodiversity and improving the ability of communities to manage and contribute to biodiversity management through increased neighbourhood action, communication, information and coordinated action. Longer term goals of linking communities and fostering stewardship are also involved. Resources for the broad project are being sought through the Long Term Council Community Plan 2006/2016.

The key objectives of the programme are to:

- Proactively support the community to control and eradicate weeds and maintain the ecological health in the Waitakere Ranges and Foothills.
- Link neighbourhoods through coordinated participation in the eradication of weeds and maintenance of the ecological health in the Waitakere Ranges and Foothills. This will include communication, decision making, planning and practical efforts - the project will begin with roadside corridors and enable residents to extend this focus as and when they see fit.
- Increase ecological knowledge within the community and its access to that knowledge. This will need to be ongoing as neighbourhood members, and the knowledge they hold, changes.

The project will seek to work through existing community groups and individuals' efforts, and be informed by social research on the triggers that motivate individuals to participate in environmental action.

In order to help inform the broader project, a pilot project is being established to test and develop the programme in one neighbourhood within the Waitakere Ranges and Foothills. Dependent on the outcomes of the pilot project, the programme will then be systematically rolled out within the Waitakere Ranges and Foothills from 2006/2007.

Key activities of the pilot project will include:

- The set up of the Winning the War on Weeds Advisory Group to help inform the project.
- The selection of a neighbourhood area.
- The selection of local and technical leadership/mentoring for the group.
- The development of a neighbourhood vision with leaders/mentors and the neighbourhood.
- The development, with the neighbourhood group, of a weed and biodiversity improvement strategy.
- The development of progressive training for leaders/mentors and the neighbourhood group.
- The development of educational and promotional resources.
- The organisation and implementation of a programme of work.
- Monitoring and research sufficient to guide the establishment of the broader project.
- Planning for the broader project as guided by the pilot project results.

The criteria used in choosing a pilot area will include willingness and existing energy within a neighbourhood, identifiable leadership, magnitude of the weed problem, and the synergy or conflict with other projects/initiatives within the area.

The purpose of the advisory group is to bring together a range of different skills and experience to inform the pilot project. Members' skills might come from such areas as community, social research and ecological restoration. It is recommended that a Councillor be nominated on to the advisory group. The role of the nominated Councillor would be to bring their knowledge and experience of the communities in the Waitakere Ranges and Foothills.

Winning the War on Weeds or 'WWW.' is used as a working title, however, the emphasis on weeds does not reflect the full nature of the project, and another name is to be sought. The community involved in the pilot project will be asked for suggestions for a project name.

RESOURCES

\$30,000 is available through the current 2005/2006 Annual Plan.

CONCLUSION

Weeds have long been identified as one of the key threats to the long term protection of the Waitakere Ranges and Foothills. As an issue, it gained near consensus within the consultation for the Waitakere Ranges and Foothills Protection Project. This project also identified that a number of different mechanisms are required to protect this area and that community stewardship and engagement were critical elements.

Community involvement in environmental action within Waitakere City has greatly increased over the past 5 years, although community effort and Council's response to that effort is scattered and reactive. However, community effectiveness could be increased through coordination of effort and better provision of knowledge and best practise. Given the magnitude and complexity of the problem a more holistic and strategic approach is required to maximise the collective effort. Building on existing momentum, a pilot project is being developed to create a framework to coordinate environmental action in the Waitakere Ranges and Foothills.

The Winning the War on Weeds Advisory Group is being established for the pilot project. A Councillor representative is being sought to help advise on the community engagement aspects of the pilot project.

The pilot project is being developed along a community engagement model centred on neighbourhoods. Short term outcomes will include increase in weed control and biodiversity enhancement, with longer term outcomes focussing on increased community linkages and stewardship. Resources for the broader project are being sought within the 2006/2016 Long Term Council Community Plan. The pilot project is being resourced through the 2005/2006 Annual Plan.

RECOMMENDATIONS

1. That the Winning the War on Weeds Pilot Project report be received.
2. That the City Development Committee nominate a Councillor to participate on the Winning the War on Weeds Advisory Group.

Report prepared by: Chris Ferkins, Parks Environmental Co-ordinator and Kim Morresey, Partnerships and Advocacy Leader: Environment.



REPORTS FROM THE SUBCOMMITTEES

15 ARTS, EVENTS AND CULTURE SPECIAL COMMITTEE

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

MATTERS CONSIDERED

A183-A185

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 A183 to A185.

The Special Committee Recommends:

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

JP Lawley
CHAIRPERSON



16 PROJECTS SPECIAL COMMITTEE

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

MATTERS CONSIDERED

*A186-A191
page C1*

The Projects 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 A185 to A190 and the confidential minute as set out at page C1 in the Confidential Supplement.

The Special Committee Recommends:

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

RP Dallow, QPM, JP
CHAIRPERSON

