

APPENDIX 1

DRAFT Waitakere Ranges Visitor Strategy

Steering Group Terms of Reference

MEMBERSHIP

- Waitakere City Council
- Auckland Regional Council

PURPOSE OF GROUP

To provide a political forum to:

- Work to achieve a comprehensive, integrated approach to the Waitakere Ranges Visitor Strategy.
- Develop joint agreement on the scope of the project brief.
- Share information and discuss crossover issues and risk.
- Receive and debate issues, reports and project updates and provide advice to staff.
- As appropriate, advise how best to keep their respective organisations informed and seek direction/decisions.
- Provide advice to their respective Councils.
- Non decision-making body.

MANAGEMENT

- Facilitation may be provided by an independent person.
- Group supported by Waitakere City Council and Auckland Regional Council Officers.
- A representative of each Council's Senior Management will attend the Group's meetings.
- All Steering Group meetings will be formally minuted.
- Steering group meetings will be held prior to the close off date for Agenda Reports to Waitakere City Council City Development Committee and Auckland Regional Council Strategic Policy Committees.
- Officers will meet directly following Steering group meetings so work requested can be immediately followed up on.
- Advice from officers to the Steering Group is to be given in written form, two days prior to the meeting to enable the group to come prepared.



SURVEYED: N/A DESIGNED: M. Rowan DRAWN: H. Rowan		DATE: Pk. 05 Pk. 05 Pk. 05	REVISION: NO. DATE	PROJECT MANAGER	ORIGINAL SCALE: 1:500 SHEET DRAWING NO.: S01 CONTRACT NO.: N/A	REVISION: A1
WAITAKERE CITY COUNCIL				HENDERSON TOWN CENTRE GREAT NORTH ROAD LAYOUT IMPROVEMENTS PROPOSED SCHEME PLAN - OPTION 2		TRANSPORT ASSETS

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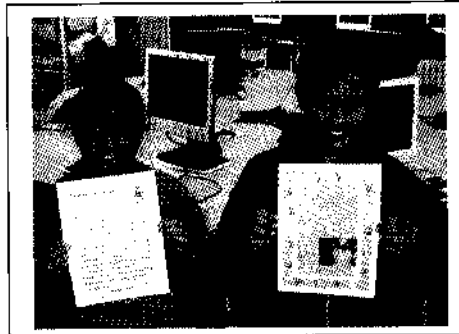
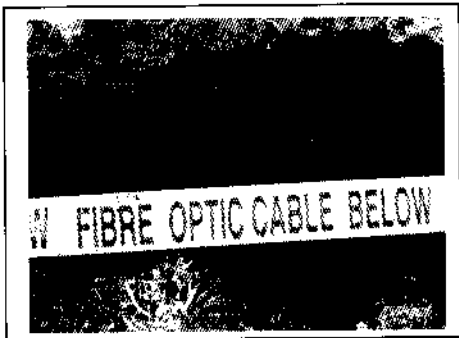
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A short summary of the Manukau City and Auckland City programmes follows:

Auckland City Mainstreets	Manukau City Business Improvement Districts (BIDs)
There are 17 Mainstreets in Auckland City, managed by two FTE officers.	There are 8 BIDs in Manukau City managed by three FTE officers.
Auckland City set up its Mainstreet programme in 1994, and later developed Policy and the constitution 2001 to 2003.	Manukau City set up its BIDs programme in 2004 fully supported by policy and other documentation.
Programme (standard Mainstreet plan) Organisation; Design; Heritage conservation; Promotion; Business development.	Programme may include security measures, graffiti, beautification projects, events, marketing, promotional needs, maintenance issues, business recruiting, signage, seeking grants and funds, co-ordination of precinct, child care facilities, horticulture, retail improvements, tourism initiatives.
To begin: Those intending to set up a Mainstreet must be incorporated, and must demonstrate support from their stakeholders at large. Auckland City uses a standardised constitution and a Mainstreet Policy document.	To begin: Those intending to set up a BID are facilitated through a process to define boundaries, gather stakeholder support, and incorporate themselves. The Council supplies a constitution template, and a policy document.
Step 1: With assistance from the Council officers, they propose a boundary, and a budget aligned with the Council's strategic plans.	Step 1: They are then eligible to apply for seed funding to conduct visioning exercises, produce a strategic plan and subsequently, a business plan, for which a budget is proposed.
The boundary includes all business ratepayers (including shopping malls & their tenants).	The boundary includes business ratepayers but does not include shopping malls.
Step 2: The Council conducts a postal vote of eligible stakeholders to strike a separate rate within the identified boundary around each town centre.	Step 2: The Council conducts an establishment poll to strike a separate rate. The BID may choose the usual Proportional Value rate, or a flat rate of \$250 per rateable business.
The rate is struck if 60% of eligible stakeholders agree, at least 30% of votes are returned.	The rate is struck if 51% of eligible stakeholders agree, regardless of how many votes are returned.
If successful: The proceeds of the rate is granted to the business association as a quarterly grant, and both parties sign an MOU to maintain accountability. One of the first tasks once the money is received is to appoint a Town Manager.	If successful: The proceeds of the rate is granted to the business association as a quarterly grant, and both parties sign a contract to maintain accountability. One of the first tasks once the money is received is to appoint a Town Manager.
The Council offers no subsidies or grants other than the proceeds of the separate rate.	Over and above the separate rate, and the seed funding, the Council subsidises all BIDs to a total budget of \$50,000.
Reviewing: Annual reviews and triennial satisfaction surveys are conducted.	Reviewing: Annual monitoring and reviewing procedures measure progress.
http://www.aucklandcity.govt.nz/auckland/introduction/mainstreets/default.asp	http://www.manukau.govt.nz/town%2Dcentres%2Dbusiness.htm



Waitakere Information Access Strategy



Waitakereonline.co.nz

Final Draft: September 2006

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Waitakere City Council Strategic Policy Development COVER SHEET

Policy name	Waitakere Information Access Framework
Adoption information	Draft to City Development Committee 9 September 2002 as draft for consideration and ongoing review. Further draft to City Development 7 July 2005 as draft for consultation. Final draft presented to City Development 12 September 2006
Review date	Two years for date of adoption.
Complying with what legislation, if so, list Section etc	Complies with LGA 2002 – Sections relating to Consultation (S76 ff.) and Decision Making (S79 ff.)
Executive summary	<p>The framework proposes the vision statement below:</p> <p><i>“Waitakere will become a city where communications infrastructure is available, access to computers and the internet is without barriers, and all citizens are able to obtain meaningful online content; all of which is necessary to support the Council’s goals and priorities for developing a City that is technologically advanced in the information age”.</i></p> <p>The general approach is to continue supporting increased provision of information and communications technology in the City through a range of projects.</p> <p>The strategy is built around two objectives and further delivery mechanisms which support the above vision statement.</p>
Project manager, and names of development team	<p>Internal: Rochelle Edwards, Janet McDonald, Fraser Henderson, & Ross McLeod (Sponsor).</p> <p>External: Waitakere Libraries Staff</p>
Responsibility for implementation	Strategic Projects, Asset Management, Information Management, Parks Planning, Resource Management & Economic Development & Implementation project team
Monitoring measures associated with the policy	Measures are outlined through the delivery mechanisms of the Strategic Framework
Key supporting documents	<p>Title: (draft) Waitakere Learning Centres Strategy</p> <p>Title: Waitakere Economic Development Strategy</p>

1. Document Purpose

This strategy document sets out the vision for the Waitakere a City that is electronically enabled in the information age, and outlines the Waitakere Information Access framework to achieve it.

2. Introduction & Background

It is increasingly recognised that ensuring access to broadband and communications infrastructure is as important as providing access to roads and water (especially to businesses with export markets, with broadband providing access to 60 million clients worldwide). The Council has a leadership responsibility to encourage the roll-out of cost effective high-speed communications, taking into account the needs of communities, schools and small business into account.

The Council's leadership and advocacy to generate demand is required to mitigate the 'vicious circle' for broadband applications which is created by the following elements:

- High cost/ slow roll-out of infrastructure
- Slow take-up reduces investment in roll-out
- Critical mass needed for user and content to facilitate take-up

The New Zealand Government launched the Digital Strategy on the 16th May 2005. It was promoted by Government as a strategy for ensuring New Zealand is a world leader in using information and technology to realise our economic, environmental, social and cultural goals. The Waitakere Information Access Framework has evolved since its first draft and its goals and delivery mechanisms link directly into the goals of this national strategy.

The European Industry of Communication Technology Association (EICTA) and the Central Government's Digital Strategy advocate the following policy steps for local government:

e-Government: public authorities should harness the power of broadband to provide improved, meaningful and user-friendly on-line services. As well as leading to improvements and efficiencies in public services **this will help to drive consumer demand for broadband.**

Partnerships for primary infrastructure - between Local Government, Central Government and the private sector in areas where there is no commercial incentive to deploy Broadband (the Provincial Broadband Extension Project, funded by the Ministry of Education and the Ministry of Economic Development, is an example of this). Such partnerships would spread the investment burden between local authorities and commercial operators, reducing the up front civil infrastructure costs for operators to levels that would allow them to make a reasonable return on investment. It should be noted that the Council's investment could be non-financial (e.g. provide access to redundant services to minimise costs for installation of infrastructure).

Aggregating demand: for broadband from the public and private sector. Councils can play a key role in facilitating aggregation by developing policies that encourage community and business networks to create online content and in promoting the use of products and services that support access to online

information. Such policies result in demand for infrastructure that is capable of delivering these services.

Removing barriers: re-examining planning and consent processes to ensure infrastructure improvements are encouraged and infrastructure meets future needs as well as current ones.

This philosophy is mirrored in the central Government Digital Strategy (2005) which establishes the following goals for developing New Zealand as a knowledge society:

- **Content:** To unlock New Zealand's stock of content and provide all New Zealanders with seamless, easy access to the information that is important to their lives, businesses, and cultural identity.
- **Confidence:** To provide all New Zealanders with the digital skills and confidence to find and use the information they need; and to ensure that telecommunications and the Internet in New Zealand are reliable and secure.
- **Connection:** New Zealand will be in the top quarter of the OECD for broadband uptake by 2010.

To date the Council has:

- Upgraded provision of Council information and services.
- Developed new learning centres within libraries to overcome the growing divide in IT access and skills
- Worked with Enterprise Waitakere (and Unitec) to facilitate business-to-business linkages
- Established a community based City Portal; www.waitakereonline.co.nz, and supported the Waitakere Online Editorial Board (a partnership between Council and the Community).
- Used regulatory powers to require developers to install (and vest in the Council) conduits capable of accommodating future fibre or copper connections in greenfields subdivisions.
- Developed new Code of Practice standards for the installation of ICT infrastructure to ensure better practices for future-proofing privately funded ICT investment decisions, and protecting public assets through improved methods of installing this infrastructure.
- Allocated resources through the Annual Plan to support public investment in Fibre Optic Communications (under the Roading category of the Long Term Council Community Plan) where it fits with the investment criteria outlined in this framework.
- Developed applications to seek Government funding that supports the provision of high speed services in urban areas.
- Initiated programmes through the media to promote Broadband and Council's activities in the Broadband space.

Key drivers for the Council to ensure a proactive strategy is in place to address communications infrastructure and technology are:

- The need to retain and grow small businesses that require adequate provision of communications infrastructure.
- Not taking action will cost the City competitiveness, new investment and community development.
- A responsibility to address the digital divide – i.e. access to online information is affected by socio-economic differences, the practices of different cultural groups, and whether citizens live in urban or rural areas)
- The need to generate competition in the ICT sector (e-Business, e-Commerce)

- Economic development; providing access to world wide markets, creation of high quality employment, attract new businesses, clients and residents, support innovation.
- Sustainable development: efficiency, equitable access to services and technology, travel and lifestyle choice.
- The need to generate demand for Broadband and online services in order to make private sector decisions to invest in infrastructure more feasible.

3. The Vision

“Waitakere will become a city where communications infrastructure is available, access to computers and the internet is without barriers, and all citizens are able to obtain meaningful online content; all of which is necessary to support the Council’s goals and priorities for developing a city that is technologically advanced in the information age”

4. Fit with Council Strategy & Policies

This vision supports the Council’s long-term strategic priorities. The pathways for delivering on these priorities include:

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

These goals are to be achieved by working in partnership with the community and with other agencies towards shared goals, a style of working which is highly relevant to achieving the goals of the Waitakere Information Access framework.

The Waitakere Information Access Project has strong linkages with the following the Council policies and programmes:

- E-Government Strategy – best practices in accordance with Central Government guidelines.
- Economic Development Strategy
- Business Cluster Strategy
- Education Strategy
- Council's Addressing Information Management Programme
- Traffic Reduction
- Town Centre Revitalisation

5. The Objectives

1. *To improve communications technology infrastructure within the City to facilitate ongoing sustainable economic growth.*
2. *To enable the people, business and communities of the City to take maximum advantage of communication technologies and information to improve social, environmental, cultural and economic well-being.*
3. *To promote increased take up of Information & Communications Technology to support businesses, communities, and the economic business case of investment in broadband infrastructure in the City.*

6. Strategy, Goals & Delivery Mechanisms

Through community advocacy and cooperative approach between Central Government, Regional authorities, Waitakere City Council, community, business, education providers and service providers:

1. *Ensure Provision of Infrastructure (e.g. installation of fibre-optic cable and wireless solutions capable of delivering high speed and affordable connections to all parts of the City).*
2. *Facilitate e-Access & Skills: (e.g. physical access to computers, free internet access, and training that enables the wider community, and community groups, to gain the skills to uptake all of these services in the Libraries and Learning Centres).*
3. *Improve Content: (e.g. supporting the Waitakere Online Portal, creating improved online services by continuing to offer new products such as e-transactions & means for the public to engage with Council online and ensuring that content is clear and easy to use).*

6.1 A co-operative approach to delivery

The Waitakere Information Access programme encompasses projects, initiatives and work streams being undertaken across the Council and supports projects being undertaken by community groups and business. These aim to ensure that the city has the information technology capabilities necessary for it to compete and take advantage of the communications age. The Council encourage formalised partnerships with community and business groups, and central Government agencies

to progress projects to improve ICT in the City. An example of this is the Council's Memorandum of Understanding with WorkRaft Trust, a community ICT group.

6.1.1 The Council's role

The Council is taking a role in the delivery of the Waitakere Information Access objectives through what it considers are the most appropriate mechanisms available. This will involve a combination of the following:

- **Strategic planning and management of development for future needs of the City:** this entails understanding and maintaining a 'big picture' perspective (identifying priorities, duplications and gaps in current and proposed initiatives), and developing an Asset Management framework to manage Council's growth in ICT assets, and to plan for investment.
- **Policy and Regulation:** Including the development of Economic Policy that supports the role of Broadband in the economy; the creation of District Plan Infrastructure Rules to carefully plan for effect of increased infrastructure; the development of Code of Practice guidelines for infrastructure ducting and access to those ducts;; and expedient resource consent processing.
- **Non-regulatory tools:** Council have an opportunity to create leverage as a large client (high level user of Broadband); aggregate demand for Broadband and services; and advocate for competition and choice in service provision.
- **Possible public investment** with other external agencies such as Central Government, Business (including Telecommunications Companies) and Community Groups (improve coordination and collaboration between parties and their initiatives).
- Independent Council investment in ICT infrastructure where strategically and financially beneficial to do so.
- Delivery on strategic Council projects (i.e. Urban Villages, Lincoln Vineyard Business Park) which will create business clusters that will support increased uptake of ICT services.
- Support/ facilitation for projects driven by the community (i.e. Ranui Action Project, WorkRaft Trust).
- Support of Enterprise Waitakere initiatives.

6.1.2 Roles of Other Entities

External entities also have a critical role to play in achieving the Council's strategic objectives (as well as their own objectives) and in achieving the Waitakere Online vision (refer Appendix 2 for specific work examples):

- Enterprise Waitakere & Local Business
- Education, Health & Social Services
- Community Groups
- Shared/ Regional Services
- Central Government (Ministries of Education & Economic Development)
- Utility Operators (Telco's, Power)

The issues and initiatives that fall within the umbrella of City-wide initiatives around improved ICT across the City are many and complex. This document provides a clear Council framework around what Council can do to progress some of them. A number of the projects in this area of work involve business and community interests with representatives who are keen to push ahead in particular directions. The Council needs to adopt a solid programme management framework to ensure that resources are used wisely and that leverage is maximised from any work that is undertaken.

6.1.3 Prioritisation of the Council's work programme and partnership projects

Council's Waitakere Information Access work programme will be reviewed on an annual basis. **In considering whether to continuing progressing current projects the following steps will be considered:**

- Are the projects predominantly operational or project-based in nature (and have a mandate provided via the Annual Budget process); or
- Are the projects inherent to long-term planning and policy development; or
- Do the projects support national or regional initiatives; and
- Do the projects support the agreed objectives for Waitakere Information Access,
- have they generated the necessary momentum, and are they supported by the necessary resources.

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

- Is there a robust business case (purpose and objectives; timing, resources)? All proposed initiatives should be based on a business case which clearly identifies any funding requirement and aligns to the Waitakere Information Access Strategy (supports objectives, addresses gaps in current programme and broader Council strategies).
- Urgency of project (3 month, 6 month etc) and the implications and risks associated with not taking action
- 'Piggy-backing' on opportunities presented by external drivers such as central government funding

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

- Data Map of the City (identifying infrastructure currently available/ planned; identify current and future high, medium and low need broadband zones in terms of geography, demographics, social changes and economic growth nodes)
- A project plan identifying projects that are critical to delivery of Waitakere Information Access Programme and outlines the roles of internal Council units in delivering the goals and objectives on this programme.

In relation to the objectives of the Digital Strategy and the EICTA's recommended approach, policies of partnership investment and demand aggregation, these strategies should only be employed for communities or locations after:

- Other opportunities have been explored, such as the marginal funding needed for the additional cost of enhanced infrastructure to remote or small locations after the of Economic Developments funding for remote and underserved communities has been applied.
- The estimated forward information volumes that would be communicated over networks to and from the location have been calculated and:

- It has been determined not to meet required commercial returns for market delivery; and
 - There is a specific objective or outcome that the Council can identify that justifies the investment (or subsidy).
- The Memorandum of Understanding with WorkRaft Trust also sets up an agreed framework for Council and this chosen external partner to deliver projects that improve ICT infrastructure, access, skills & online content in the City. It also provides a forum for consultation and communication between the Council and the Trust, and enables both parties to establish and work toward an agreed work programme of projects that will generate a greater public good through the provision improved ICT.

6.1.4 Programme management approach

A programme management approach will be used to ensure:

- Clear understanding of vision, objectives and acceptable service standards;
- Strategic coordination, linkage and prioritisation of work programmes and resources (review quarterly);
- Identification and maximisation of opportunities;
- Identification, investigation and mitigation of gaps in work programmes;
- A considered response to initiatives as they arise.

Projects within the current programme can be categorised as follows:

- *e-Infrastructure Projects (driven by Council)*
 - *Policy (Waitakere Information Access Strategy)*
 - *Physical (Infrastructure provision – public investment & partnerships)*
 - *Community (Community Access & Skill Development / Learning Centres)*
 - *Information (Waitakere’s eGovernment Strategy & City Portal Strategy)*
- *Delivery of / facilitation of / or encouragement of e-Interface Projects (driven externally with degree of Council involvement)*
 - *e-Business (i.e. WorkRaft Initiatives/ Westsmart Business Centre)*
 - *e-Community (ie. Infotech Call to Action, WeDG, WorkRaft)*
 - *Shared/Regional Services (Regional Portal, Library Services, BBLG)*
 - *Central Government (i.e. Broadband Challenge, Community Partnerships,)*
 - *Utilities (i.e. United Networks, Telco’s for fibre/ wireless)*

6.2 Facilitate provision of infrastructure

The Council's goal is ensure the provision of up to date infrastructure to support information and communications technologies across Waitakere City. The level of infrastructure available will "best fit" its location in the City but minimal standards for up to date technology will be maintained. This goal will be measured by the following:

Measure A: 100% of homes in Waitakere City (including those in rural areas) have access to broadband, should they wish to connect

Broadband is defined as being an always on, high-speed Internet connection delivered via phone lines, cable or wireless signals (minimum of 256kbps upload and download)

Measure B: Very high speed connections are available and affordable in town centres and in new business and mixed use developments

Very high speed connections are defined as being secure connections in excess of 100mps, probably delivered via cable.

These measures define an acceptable level of service delivery for needs across the City. They are based on speed categories associated with the types of bandwidth connection and applications required.

6.3 Improve Access & Skills

The Council's goal is to ensure that the people of Waitakere have access to relevant information online, and the necessary skills to obtain that information. This goal will be measured by the following:

Measure C: The number of supervised computers available for free public internet use (supported by basic instruction) in libraries and learning centres is increased.

Measure D: All residents have the opportunity to acquire basic skills to use computers, search the internet, obtain Council information online, and communicate via email through the services offered in the Learning Centres.

Measure E: The number of residents who regularly use the Internet, either at work at home or in libraries or leaning centres, increases each year.

These goals all support a long term goal that every resident has an email address, and the access and skills to use it.

6.4 Improve Online Content

The Council's goal is to ensure that the online services that are available in the City are in accordance with the latest e-Government guidelines, strive to replicate other online services available elsewhere in the region, provide an inventory for relevant local content, and increase opportunities for citizens to engage with the Council. This goal will be measured by the following:

Measure F: To improve online services including the delivery of Council information / minutes, enabling residents to lodge submissions on public issues online, and new online services (i.e. moving toward e-transactions).

Measure G The Waitakere Online portal becomes an inventory of local information and promotes the creation of local online content.

APPENDIX 1: Examples of Council and Non-Council Roles

Council Role	Actions
Policy & Regulation	<ul style="list-style-type: none"> - District Plan provisions. - Code of Practice guidelines. - Processing of resource consents and Road Opening Notices. - Analysis of needs and of the economic and social impacts of improved access to communications infrastructure. - Policy development (i.e. Waitakere Information Access, eGovernment, Economic Development, Urban Villages, Business Cluster, Education).
Strategic Planning, Advocacy & Facilitation	<ul style="list-style-type: none"> - Leadership and planning for future development (includes service demand aggregation for business and community). - Partnerships with key stakeholders such as Enterprise Waitakere, WorkRaft Trust, Waitakere ACEA, and Community Groups (e.g. Ranui Action Project). - Input to Shared/ Regional initiatives such as the Broadband Liaison Group, (input to requests for central government funding for community pilot projects). - Negotiations with strategic stakeholders such as Transit New Zealand (State Highway 18), Auckland Regional Transport Network Limited (ARTNL) (regarding the lease of surplus fibre under the rail corridor). - Advocacy to ensure service provision for priority projects such as Hobsonville/ Northern growth area, Henderson/ Lincoln Road & New Lynn. - Client-based market leverage with service providers.
Investment	<ul style="list-style-type: none"> - Indirect investment through support of operational and capital projects linked to the Waitakere Information Access programme (e.g. provision of libraries and community centres which support Learning Centres, staff resource to investigate and co-ordinate the Waitakere Information Access programme). - Asset management, especially the extensive road reserve assets that Council owns. - Direct capital investment in ICT infrastructure where it can be undertaken in partnership with externally lead projects or at the same time as the installation of other public assets on Council land. - Investment to support the maintenance and development of the Waitakere Online Portal. - Direct investment in the Waitakere Learning Centre and a full time Learning Centre coordinator resource.

External Entity	Actions
Enterprise Waitakere & Local Business	<ul style="list-style-type: none"> - Driver and source of funding for local business (investigate, advocate and aggregate demand for high-level applications available via broadband). - Training opportunities and provision. - WEST SMART Business Support Centre.
Education, Health & Social Services	<ul style="list-style-type: none"> - Waitakere ACE Mapping Project. - Waitakere ACEA – adult computer training providers. - Unitec e-for-free training
Community Groups	<ul style="list-style-type: none"> - WorkRaft Trust: Promotes and supports the use of ICT for beneficial social outcomes. - Driver and source of funding for community initiatives - Waitakere eDemocracy Group (WeDG): Promotes participatory democracy in Waitakere City by facilitating the effective and equitable use of Information Communication Technology (ICT). - Ranui Action Project (RAP)
Shared/ Regional Services	<ul style="list-style-type: none"> - eGovernment - Regional Portal - Library Services - Traffic Flow Management - GIS/ Mapping - Auckland Regional Economic Development Strategy (FRIDA)
Central Government	<ul style="list-style-type: none"> - Ministry of Economic Development Broadband Challenge – Urban Fibre Networks (MUSH) and Rural Extension Project. - Funding process provides leverage for provision of extended services (added community benefit to be used as a differentiator in tender evaluation process) - Council involvement via Auckland Regional Economic Development Agency (Auckland Plus) to explore opportunities to maximise benefits to Waitakere City.
Utility Operators	<ul style="list-style-type: none"> - All have opportunity to apply for Advanced Network funding to extend infrastructure to CRI's. - Extend broadband to those areas with business case to support (i.e. demonstrated demand for services) or propose options for partnerships with Council to deliver comprehensive network.

APPENDIX 2: Examples of Bandwidth Requirements

Table 1: Bandwidth Requirements for Different Applications:

Class of Connection	Dial-up modem Class	Cable modem/xDSL Class	Higher Bandwidth Classes	Higher Bandwidth Classes
Speed	Up to 56 Kbps	Up to 2 Mbps	10 Mbps	100 Mbps
Home User	Information access and research, correspondence, non-real-time audio and video	Some effective e-learning with real-time video conferencing and application sharing, CD quality audio entertainment	Broadcast quality video entertainment services, low end HDTV	High Definition TV entertainment
Physician	Information access and research, correspondence, non-real-time transfer of diagnostic images	Video conferencing for cardiology, neurology, and emergency room consultations, cineangiography and echocardiograms, basic clinical decision-support systems	Professional Tele-education	Advanced clinical decision support systems, 3D interactive brain imaging
Small business owner	Information access and research, correspondence, some e-business transactions	Integration of voice recognition and data environments	Virtual reality applications	

Table 2: Bandwidth Requirements for Organisations:

Organisation type	Driving parameters and applications	Bandwidth required
Small school	100 students in school, 6 students per computer, e-learning	10 Mbps <i>[256Kbps – 2 Mbps]</i>
Large school	1000 students in school, 6 students per computer, e-learning	100 Mbps <i>[1- 10 Mbps]</i>
Small hospital	10 concurrent consultations, one professional education session, advanced clinical decision support system	10-100 Mbps <i>[2 – 10 Mbps]</i>
Large hospital	25 concurrent consultations, 5 professional education sessions, advanced clinical decision support system, multiple users	100 Mbps - 1 Gbps
Small business	1-5 staff with access to web, email, web browsing through to low volume web/e-business server	Dial-up modem/ xDSL class <i>[56 Kbps – 4 Mbps]</i>
Medium Business	5-50 staff with access to web, low volume web/ e-business server	Cable Modem/xDSL Class <i>[1 Mbps – 10 Mbps]</i>
Large business	50-500 staff with access to web, high volume web/ e-business server, use of video conferencing	10 Mbps
E-Content supplier	1000 concurrent clients accessing MPEG 1 video	100 Mbps - 1 Gbps

B



Waitakere City Council
Te Taiāo o Waitakere

The Waitakere Learning Centres Strategy

Learn IT Online

Author:	Rochelle Edwards
File Name:	
Created Date:	23 Sept-04
Last Updated:	September 2006
Status:	Draft

Document Sign-off

This document has been reviewed and accepted as the Waitakere Learning Centres strategy

Signed:

____/____/____

Ross McLeod
Project Sponsor

Date

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1. Document Purpose

This strategy document sets out the vision for the Waitakere Learning Centres and outlines the steps to achieve it.

2. Introduction & Background

2.1 Strategic Framework

Waitakere City Council have developed a strategic framework for ensuring the provision of infrastructure, access and skills necessary to support Council's goals and priorities for developing Waitakere as an Eco-City: working towards environmental, economic, social and cultural well-being now and in the future. Access to information and opportunities to learn and be connected in the 'electronic age' are important parts of this framework. A core delivery mechanism for Council to help provide this framework is to facilitate physical access to computers and the Internet, and to provide the training that enables the community to gain the skills to uptake all of these services in the Libraries and Learning Centres.

2.2 Addressing the Digital Divide

Council wish to create Learning Centres across the City that will provide these services to all residents. The Learning Centres will target areas of specific socio-economic need, and areas where there are other barriers to learning such as cultural and language barriers. The aim of this will be to address the information and learning needs of lifelong learners in the local community, from pre-school to seniors. Their particular focus will be to support people with limited basic skills, no/low qualifications, low income, no access to IT, or wishing to learn new skills where they would have no other opportunity to do so.

2.3 Progress to Date

At the time of writing this strategic document Learning Centres had already been established through a collaborative partnership between Council and the Ranui Action Project (RAP) inside the Ranui library, in an additional room connected to the Te Atatu Peninsula Library complex, within the Glen Eden library and the New Lynn Memorial Library. The recently opened Waitakere Central library, developed in partnership with Unitec, includes the largest Learning Centre facility to date, which is shared with this tertiary institution. The Sturges West IT suite was opened in 2005 and is the first Learning Centre in Waitakere to open in a location that is outside of a library. Plans are in place to open a Learning Centre Massey Library, likely to be in operation in October 2006.

2.4 Developing a Community Model

It is Council's intention to develop Learning Centres, (or a hub for IT access and learning), that are reasonably accessed by all communities. This will initially be achieved through using the existing library infrastructure as a basis for extending the services that Waitakere libraries already offer. In doing this Council are providing hubs for IT access and leaning across the City and extending the range of services that the Waitakere Libraries and Information Services are able to offer as they evolve toward developing a network of 21st century libraries that embrace technological change.

This library infrastructure includes not only the current and proposed library buildings but also opportunities for the incorporation of IT Suites within other Council linked facilities, such as the complex within the Sturges West IT Suite. It is intended that these centres can be models for centres in other public buildings at the "heart" of our communities, which would provide services that enable residents to develop a basic skill level of information technology (IT) literacy. This infrastructure may require significant public investment to deliver up to date technology and the provision of these Council services

will be considered through the Long Term Council Community Plan and the Annual Plan processes.

Council will also take opportunities to partner with commercial education and training providers and support community lead projects aimed at providing equitable access to information and communications technology in all parts of the City. This support will occur through formal structures, such as Council's Memorandum of Understanding with WorkRaft Trust, and through ongoing communication with the education sector. These partnerships will enable Council to support the provision of access and learning opportunities in all parts of the City.

2.5 Safe Centres, Censorship & Gaming

The community have asked Council and through its library services to provide "safe" facilities. Whilst the Waitakere Libraries policy is not to censor information, stakeholders have strongly indicated that censoring of undesirable electronic information such as pornographic or violent material is necessary to distinguish these centres as places for learning and access. The consultation around the development of this strategy indicated that this is the key point of difference between a Learning Centre and a commercially operating Internet café. Computer based leisure activities, such as gaming and general 'surfing' the Internet may occur in these centres. However these activities will be restricted by the Learning Centres coordinators to activities that have a learning, research, or communications basis.

2.6 Access to Training

Learning Centres will have a Learning Centre coordinator to mentor visitors, provide advice on the use of computers and the Internet, and to develop programmes for training in basic computer skills, homework clubs, and computer based interest groups. These services will be provided free of charge as a public service to enable all residents to have the confidence to access new computer technology. This may create some overlap in other training services that are already provided in the community, however the intention is that the basic skills training will enable residents to take that "first step" and to continue with further education through private providers, community agencies, and tertiary institutes if they choose to do so.

2.7 Definitions

Learning Centre A model for a centre that is supported by Waitakere City Council and Waitakere City libraries, providing access to computers, up to date software and broadband access to the Internet without direct user charges. These centres also provide for varying levels of training and supervision and a trained coordinator to enable all participants to develop the skills to effectively access and utilise these services.

Broadband A class of communication channel capable of supporting a wide range of frequencies, typically from audio up to video frequencies. A broadband channel can carry multiple signals by dividing the total capacity into multiple, independent bandwidth channels, where each channel operates only on a specific range of frequencies.

The term has come to be used for any kind of Internet connection with a download speed of more than 256 kpbs.

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

3. The Vision

To ensure that the people of Waitakere have access to relevant information online, and the necessary skills to obtain that information, in order to support Council's wider goals of lifelong learning and access to information technology.

4. Fit with Government Strategy & Operations

4.1 National Government Strategy:

The Learning Centres Strategy has been developed in a manner that is consistent with central Government goals and objectives under its Digital Strategy. Goals of that strategy include:

- Bridging the digital divide
- The development of e-citizen and the provision of e-government access. The purpose of this is to enable a more efficient and citizen-oriented government and democratic society
- Intervention in educational outcomes.
- Enhancing social equity.
- Creation of a knowledge based society and the establishment of a sound e-commerce base to increase economic development and improve export market creation.

4.2 The Waitakere Community "Digital City" Strategy

Representatives from the community in Waitakere City have developed a vision of Waitakere being a smart Digital City. Part of this vision involves creating a City where all of its people have the skills to use information and communications technology effectively, are information literate (as part of lifelong learning and other literacy programmes), and can access timely and appropriate training to improve their skills. This goal has been encapsulated in the Council endorsed Waitakere Digital City Strategy. The Waitakere Learning Centres are part of Council's response to the community in contributing to this strategy.

4.3 The Waitakere City Council Strategic Framework:

The Waitakere Information Access (WIA) Strategy sets up a framework for the delivery of ICT projects that enable access to information and new technologies in Waitakere City. The goal of this strategy is as follows:

To ensure the provision of infrastructure, access and skills necessary to support Council's goals and priorities for developing Waitakere as an Eco-City: working towards environmental, economic, social and cultural sustainability.

Two of the delivery mechanisms outlined in this Strategy are:

- *To facilitate E-Access (e.g. through libraries and other locations); and*
- *To facilitate skills (e.g. training).*

Therefore the rollout of Learning Centres in association with Waitakere Libraries is a significant output in implementing this framework.

4.4 Library Strategy:

The issue of development of digital information and the library support for improving access to digital services is covered in the "*Library Development Strategy for Waitakere City 1998*", the library's strategic development document, which was adopted by Council in October 1997. The following statements are a sample of the many recommendations from the Library Development Strategy which emphasize the support that the Council and the community places on the Library's role in upskilling the community in information literacy and supporting access to digital information sources.

- "...over the next few years public libraries will play a critical role in ensuring equity of access to information resources regardless of format. The gap between information rich and information poor could well be heightened by current trends unless public libraries bridge it"
- "The library service aims to provide services that are appropriate for everyone. Our diverse society means that the range of needs and demands from the service is growing. Although theoretically open to everyone, the following groups have been identified as having access problems to library services.....those intimidated by computers and technology,....It is the library service's opportunity and challenge to provide services in ways that enhance use by these groups in particular."
- "The expectation is that the library will take a proactive stance, encouraging the use of leading edge technology"...

4.5 Other Strategies

Other local and regional government goals that fit with this Learning Centres Strategy are as follows:

- Regional initiatives in addressing the 'digital divide' issues (e.g. the ALGARnet project, applications to the Community Partnerships fund to support IT literacy)
- Economic benefits of educated and skilled workforce including moving unemployed into the workforce; i.e. up-skilling residents forms part of Council's *Economic Development Strategy*.
- Social benefits of not having an unskilled and unemployed underclass, which also supports Council's *Economic Development Strategy*.
- Local implementation of central government's framework for service delivery in the E-government environment, i.e. supports the central Government *E-government Strategy*.

Developing an infrastructure to support local small 'cottage' industry in each of the geographical communities in the City. This enables the 'live locally, work locally' strategy to be effective for the smallest businesses, thus reducing transport needs and supporting the work of the *Enterprise Waitakere* and the *Trainsmart Business Centre*.

- Aiding the health and wellbeing of the community by improving educational outcomes for primary, secondary and tertiary students through homework clubs and the provision of an IT learning space,
- Contributing to strategies for Lifelong Learning and ongoing participation in education by working in partnership with local organisations and groups such as the Adult and Community Education Network to provide complementary learning programmes;
- Assisting in the delivery of actions identified in the Long Term Council Community Plan for the 'First Call for Children' strategic platform.

5. The Objectives

1. *To contribute to a community where all citizens are aware of and able to access appropriate lifelong learning opportunities, regardless of age, ethnicity and circumstances.*
2. *To contribute to a community that creates wealth and wellbeing through having people that can do things with knowledge.*
3. *To contribute to a community that values education and learning and provides a quality of life that encourages and sustains our valued human resources.*
4. *To assist in creating a community that is aware of, and can utilise computer networks and Internet connections, in order to leverage employment, business, democratic participation and communication opportunities that arise from the knowledge and information obtained from electronic sources.*
5. *To provide a safety net for the information poor and the IT deprived, giving every individual in the community who wants to take advantage of the ability and opportunity to access knowledge however they wish.*
6. *To support the education of the youth of the community, especially those communities where the homes and families lack the resources or ability to support out-of-school study; i.e. through homework clubs and computer based interest groups.*
7. *To provide a facility that "grows" educational experiences and supports research through mechanisms including homework clubs and training around using the Internet as a research tool.*

6. Scope, Goals, & Delivery Mechanisms

Timeframes

This strategy will be implemented over a 5-year period from the date of adoption and will be reviewed in 2008 in order to take into account results and influence the preparation of the next Long Term Council Community Plan.

Actions

Through community advocacy and cooperative approach between Central Government, other Government agencies, Waitakere City Council, community, business, education providers and service providers will undertake the following:

- Promote Learning Centres, the services they provide, and community “buy in” to these facilities.
- Provide opportunities to the community to uptake affordable training for basic computer skills assistance and use of the Internet.
- To provide resources for supervision and training, and the provision of continued Internet connections in the Learning Centres and Learning Suites, and establish an operational programme for these facilities.
- Work with other training and Internet service providers to ensure that short and long term community needs (in the face of changing technologies and market demands) are clearly identified and provided for in the community.
- Enter into collaborative community partnerships that provide Council with opportunities in cost share in the provision of public services and to work together with community partners to serve genuine community need.

The Long Term Council Community Plan provides for resources within Information Management and Library and Information Services budgets to service and develop the Learning Centres. Current facilities and future expansion programmes are outlined in the table below:

Current Facilities	Future Expansion Programme
Glen Eden	Continued Support & Operations
Ranui	Refurbishment (late 2006)
New Lynn	Continued Support & Operations
Te Atatu Peninsula	Expansion of centre in response to a new lease opportunity in the public building.
Sturges West	Continued Support & Operations
Waitakere Central Library	Continued Support & Operations
Massey Library	Learning Centre Fit Out (06/07)
Titirangi Library	Learning Centre Fit Out (08/09)

Goals

Council's goal is to ensure that the people of Waitakere have access to relevant information online, and the necessary skills to obtain that information. This goal will be measured by the following:

Measure One

Increase the number of supervised computers available for free public Internet use (supported by basic instruction) in our Libraries and Learning Centres.

Measure Two

All residents have the opportunity to acquire basic skills to use computers, search the Internet, obtain Council information online, and communicate via email.

Measure Three:

The number of residents who regularly use the Internet, either at work at home or in libraries or leaning centres, increases each year.

Appendix 1: Management, Operations & Supporting Documents

The management structure around the delivery of the Learning Centres model is as follows:

