

## **MASSEY MATTERS PROJECT UPDATE**

**(City Development Committee, 5<sup>th</sup> July 2007)**

### **PURPOSE OF THE REPORT**

The purpose of this report is to update the Committee on the establishment phase of the Massey Matters project and presents some next steps for the project in 2007/2008.

### **BACKGROUND**

In early 2006, SHORE Research interviewed around 50 community leaders in Massey to look at key issues of local concern and opportunities for the establishment of a locality project in the area.

Key findings from the Massey Community Inquiry were:

- Massey is made up of not one but many diverse communities
- There are many good aspects about living in Massey, for example:
  - housing affordability
  - diversity of people and cultures
  - nearness to green space
  - motorway proximity
- Areas where people felt that improvements could be made included:
  - more Massey specific events
  - building of a stronger Massey identity and pride of place
  - coordination among Massey agencies
  - a central community hub in the Westgate town centre and more local community focal points
  - upgrading the local urban form e.g. safety, art and design, mix of shops and facilities
  - development of local parks and more local recreation opportunities
  - public transport and local connectivity
- Strong support for a collaborative and community based locality project in Massey

The Massey Matters Project was formally initiated by the Council in March 2006. The broad aim of the project is for the Council to work alongside the local community and other partners to develop a programme for long term, community driven, sustainable neighbourhood renewal and development in the Massey area. Given the size of Massey and the complexity of the project, this project has been initiated with a ten year timeframe. There are two key platforms within the project:

- Building and strengthening community activity, networks and sense of local identity and pride
- Improving the way Massey looks and feels and functions – eg. public transport, walking and cycling connections, shops, community services and facilities, parks and recreation opportunities, the natural environment, more local jobs etc

Four key principles continue to guide the project's development:

- Working with the Massey community
- Sustainable suburban development
- Collaboration and partnership
- Concurrent planning and action

The 2006 Massey Community Inquiry asked local leaders to identify positive changes that could be expected in five years time if the Massey Matters project was successful. Key areas of visible changes noted included:

- Lots of local festivals and concerts
- Stories of positive changes in Massey
- More working and talking together
- Positive vibes compared to 5 years ago
- More people staying in Massey for work and play
- More club membership and participation
- Migrants have meeting places of their own
- A strong Massey identity
- A strong community “hub”
- A place known for its unique art and design

Sitting alongside the Massey Matters vision and principles, these medium term ‘change’ indicators have become key platforms in the development of the initial Massey Matters Project framework that was approved by the City Development Committee (2199a/2006) and Massey Community Board (1862/2006) in October 2006. Massey Matters is ambitious, innovative and based as much on energy and opportunity as careful pre-planning. This means that a key part of the model outlined below is flexibility and responsiveness to change as the project grows and develops over time.

### **About Massey Matters**

Massey Matters is an umbrella ‘brand’ for a range of community building projects happening across Massey at different levels and places (e.g. within neighbourhoods, schools, communities of interest, marae, etc).

Massey Matters is not an entity that ‘does’ or controls things. The role of the project is to promote, network, broker, catalyse and assist Massey focused discussions and projects. Decision making and ownership, lies with individual projects and project teams.

Rather than an upfront focus on community governance and visioning, the initial focus of Massey Matters has been on getting new collaborative projects on the ground and promoting Massey. Although the community are at the forefront of the project, Massey Matters builds on the principles of city wellbeing collaboration and partnering which recognises the need for local government, central government, iwi/Maori, business, community sector organisations and local residents to work together to make long term, sustainable change.

Council has taken on a leadership role in establishing the project. A part-time Massey Matters Project Leader has been engaged by Council to work with local agencies and individuals as required and be part of any project teams that may evolve. To assist community capacity building and locally led action, Council has established the Massey Matters Fund. This is a new annual contestable fund of \$25,000 to encourage and assist community led projects in Massey that contribute to the broader Massey Matters’ project goals

### **Forums to Support Massey Matters**

To date, two parallel discussion forums to support the project have been initiated. At a local level, quarterly Massey Matters Community forums were established in March 2006, with meetings hosted in different community venues each time. Community Forums have been attended by a range of agencies and individuals, with those attending generally being people that live or work in Massey and/or care about Massey and its future.

Each forum generally involves a mix of presentations and updating from the Massey Matters Project leader, workshops around key topics (e.g. project communications, reviewing project goals,

priorities for families in Massey etc), invited speakers, open forum and report backs from Massey Matters funded community projects.

Recognising its role as project initiator, the Council has also established its own 'in house' quarterly forum for different parts of Council to come together to discuss Massey based issues and opportunities. This process enables Council to enhance internal communication and coordination around its own diverse work programmes in Massey. Based on the Long Term Council Community Plan 2006-2016, a 'Massey Investment Plan' is currently being prepared and will identify key operational and capital expenditure targeted for Massey over the next ten years.

## STRATEGIC CONTEXT

Massey Matters is a flagship sustainable development project for the Council. It provides a major new opportunity for leading edge, community based sustainable suburban development thinking and action. This project can be clearly linked to all Waitakere's community outcomes and impacts on all nine of Council's strategic platforms. In 2006/2007 however, there have been three platforms where alignment has initially been strongest:

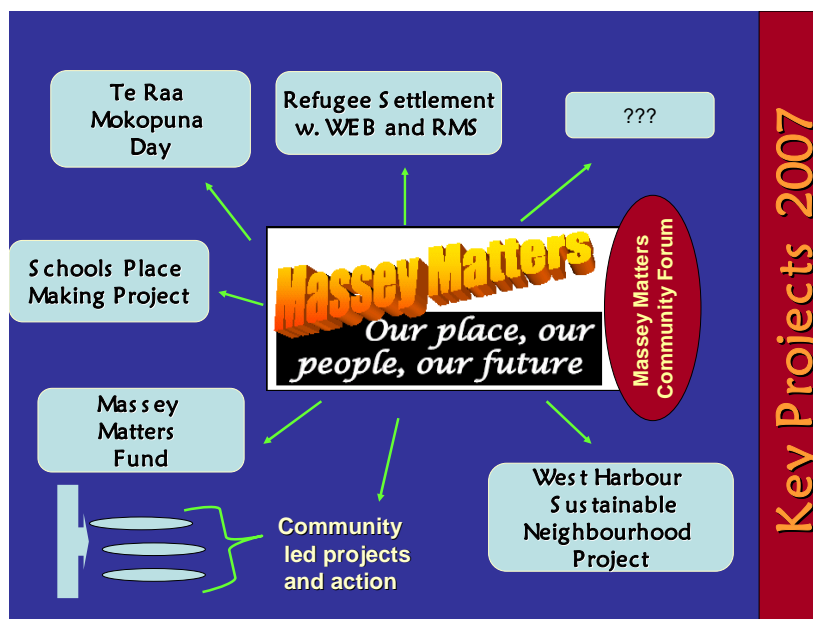
- a) Strong communities: supporting the health and wellbeing of the city's residents, building community pride and local identity
- b) Active democracy: people feeling that they can make a difference, resulting in high levels of community participation and respect for each other
- c) Urban and rural villages: ensuring people have choices in housing, transport, employment and recreation in their neighbourhoods and in the City's town centres

As noted earlier, Massey Matters is committed to supporting and enhancing the ability of the various communities in Massey to create their own pathways to sustainable development. This is reflective of Agenda 21 which promotes community participation and involvement and ownership in both local issues and solutions. It is also consistent with the intent of the new Local Government Act (2002) which actively seeks to enhance local community participation in decision making.

## ISSUES

### 1. Key Achievements in 2006/2007

Over the last year, Massey Matters has focused on project establishment. This has involved reflecting on success factors and learning from Council supported locality projects elsewhere in Waitakere (e.g. Ranui Action Project, Henderson South - McLaren Park, Project Twin Streams) and working with the community and other agencies to develop some initial goals, ways of working and getting started. As noted earlier, initial projects have been driven by a mix of pre-planning and opportunities arising, with key Massey Matters activities in 2006/2007 reflected in the diagram below:



Key aspects of progress and achievement related to the 2006/2007 Massey Matters work programme are noted below:

### 1.1 Support for Massey Matters Concept and Direction

A wide range of community groups and leaders, government and community agencies, and local and central government politicians have supported the establishment and vision of Massey Matters. Many have commented that a focus on Massey is timely, especially with projected population growth to the north. There is also general recognition of Massey's needs and challenges, the need for collaborative approaches to moving forward and to building things slowly. A Mayoral led strategic briefing about Massey Matters was held at Council in April. Although a crowd of 30 was anticipated, in fact 63 local and regional leaders and agencies attended the briefing, with a cross section of media also in attendance. This reflects the interest and support Massey Matters is generating both in Waitakere and beyond.

### 1.2 Community Forums

Attendance at quarterly forums over the last 12 months has been consistent and growing, with approximately 40 people attending the last two community forums. Venues for forum meetings have purposely switched between Massey West and East and held in a range of community and Council facilities. This process has allowed for a different "host" to offer a welcome each time and share a little of their organisation and its key goals. It is interesting to note that different venues have attracted different attendees, with key community leaders in most sectors now aware of the project e.g. Maori, Pacific, local schools, sports clubs, local community organisations, churches. The next community forum will be held at the Massey Rugby Club on 22 August 2007.

### 1.3 Te Raa Mōkopuna Day

Held at Moire Park on 31 March 2007, the event was a free, fun, family day out for local children, young people and their families. The event was initiated by Matua Wiremu Heteraka of Te Piataata Trust and organised collaboratively by a range of local organisations including:

- Te Piataata Trust
- Te Ukaipo
- Lincoln Heights School
- Nor West Baptist Church
- Massey Anglican Church
- Sport Waitakere

- Barnardos
- Massey Leisure Centre

Funding for the event funding came from the Council, \$5,000 Te Piataata Trust, \$1,250 and Te Korowai Manaaki, \$1,000 with the latter funding enabling payment of a part time event coordinator. It should be noted however, that much of this event coordination role was undertaken by a Massey local, Denise Job, on a voluntary basis.

Around 2,000 people attended the event, with a range of activities, stalls, and entertainment opportunities provided. There was also a stage with many local and Waitakere groups performing. Feedback from those attending the event was that it was just what people were looking for, with requests for a bigger event to be held again next year. Given the success of this year's event, a date of 29 March has now been set for Te Raa Mokopuna 2008.

As part of the event, a community survey was undertaken that focused on needs of local families and perceptions of the local environment. Around 100 face to face interviews were undertaken, with nearly all those interviewed opting to also join the Massey Matters project database. A summary of survey results are attached at **AXX**; it provides valuable information for ongoing action planning and interagency engagement around local needs. Moire Park was nominated people's favourite place in Massey, with priorities for making Massey an even better place to live said to be:

- More events like Te Raa Mokopuna
- Activities and events for kids
- Hang out places for teenagers
- Stopping graffiti and vandalism
- More police presence
- Better public transport

Specific questions also asked on best ways to support local families. Responses to this question differed for parents with preschool, primary school age and teenage children as can be seen below:

- Priorities for parents with preschool children - parenting support
- Priorities for parents with primary school age children
- Priorities for supporting teenagers

#### **1.4 Massey Matters Fund**

To support and encourage community led action in Massey, \$25,000 was set aside from the Massey Matters project funding to enable the creation of a local projects funding pool. Twenty five applications were received, with 20 community initiatives allocated funding in this round. Recipients of the 2006/7 Massey Matters Funding are attached at **BXX**. Projects funded range from a street BBQ in Cedar Heights, to youth development and leadership programmes, to Pacific cultural workshops, to oral history training and local research on early childhood education needs. As part of funding accountabilities, Massey Matters Fund recipients must report back to a Massey Matters forum on outcomes from their project and how funds were spent. This process is designed to increase linkages between organisations and to promote knowledge and ideas about local issues and solutions. Recipients are also requested to provide photos from their event or project to add to the Massey Matters pictorial database which has been established both for communication and evaluation purposes.

#### **1.5 West Harbour Sustainable Neighbourhood Project (Tatou West Harbour)**

Given the size of Massey and ambitious aspirations of Massey Matters, parallel effort has also gone into developing a neighbourhood level pilot project within Massey, a kind of mini-Massey Matters. This project has been established in the West Harbour area – in and around the West Harbour Primary School in Oriel Ave – see map attached as **CXX**. The School has taken a key role in helping the project become established, with the project building on the school's motto of Tatou Tatou (together, together). Since February, a 'stakeholders' group has been meeting monthly at the school, with a wide

range of representatives attending including; local churches, health agencies, Sport Waitakere, Eco Matters, Housing New Zealand, Beacon, Ministry of Social Development, Safe Waitakere, Accident Compensation Corporation, Massey High School, Te Piringatahi Marae, and the New Zealand Police.

The model and working principles for Tatou West Harbour is very similar to that of Massey Matters as can be seen below:



The stakeholders group has worked quickly to prepare a draft action plan with many of the key projects in the action plan seen in the diagram above. Tatou West Harbour was officially launched at the West Harbour Top Team community event held at Moire Park on 27 May. This event was organised by Council’s Leisure team and Sport Waitakere, with thirty three local teams taking part in a range of fun activities from orienteering, to pot painting, basket ball shooting and stilt walking. Through sponsorship, a great range of spot prizes were provided, with the ‘top team’ receiving a new BBQ. Feedback from the event was positive, with people really enjoying the opportunity to try new activities. Exploring Moire Park (via the orienteering activity) was particularly popular, with many families commenting that they hadn’t actually been into the ‘bush’ part of Moire Park before.

Support for the sustainable neighbourhood project has been fantastic, with a number of agencies committing both people and financial resources to the project. For example, the Ministry of Social Development has now confirmed pilot funding to enable the appointment of a school/community liaison worker who will be based at West Harbour School. This position is expected to make a significant difference to student learning outcomes and support for local families. Road safety and physical activity projects have also been initiated and sustainable neighbourhood and housing research and action planning continues as part of the Beacon sustainable neighbourhoods research stream.

**1.6 Active Massey** – the establishment of Massey Matters has provided a catalyst for other agencies to look at their programmes and planning to see how and what they provide for Massey residents. Key findings of the Auckland Regional Physical Activity and Sport Strategy showed that some of Waitakere’s lowest levels of physical activity are in the Massey area (see **DXX**).

In the case of Sport Waitakere, this statistic combined with the establishment of Massey Matters has resulted in the development of a new targeted Massey focus for their organisation over the next three years. As well as targeting their own programmes and activities in Massey, Sport Waitakere has taken on a lead role alongside Council and the Waitemata District Health Board in engaging other 'healthy lifestyle' stakeholders involved with the newly formed "Active Waitakere – Call to Action". It is envisaged that 'Active Massey' will be a strategic priority within this new Call to Action, enabling and facilitating a coordinated interagency approach to improving health and wellbeing outcomes in Massey. Active Massey has 3 long term goals:

1. To increase participation in physical activity in Massey.
2. To encourage the development of sustainable physical activity opportunities.
3. To promote new and existing physical activity opportunities to Massey community.

An initial 'get your top team active' event was recently held in West Harbour to launch the West Harbour Sustainable Neighbourhood Project (see below). Two further events are also planned; a Massey-wide schools, families, clubs based interschool sports competition/have a go day in October and some community walking events in early 2008.

Sport Waitakere has recently been successful in applying to the Healthy Eating, Healthy Action Fund for three year evaluation funding to track both the process and outcomes from interagency collaboration in Massey. An update will be provided to the Committee as this project progresses.

### **1.7 Refugee Settlement Support Project**

After discussion with Refugee and Migrant Services and looking at local Massey statistics, an emerging need within the local refugee community in Massey is the area of preschool support services and early childhood education. A number of families from Myanmar (Burma) now based in Massey have young children, with issues of transport, social support and language highlighted by cross cultural workers. Discussions have begun on the potential to establish a refugee playgroup at an existing local early childhood facility in Massey. A project team has recently come together to scope the project and a verbal update on progress will be made at the meeting.

### **1.8 Arts Place Making Project**

As outlined to the Committee in October, to advance project goals of identity building, celebration and improving urban form and amenity, this project was to focus initially in the nine local schools in Massey and getting young people to reflect what is precious to them in Massey. With the help of an arts coordinator, these concepts could then be developed into an actual community art work. Building on the success of community arts initiatives developed within Project Twin Streams, the aim of the intention is to engage local children and communities in a conversation about 'their place' in a way that results in a visible and long lasting expression of what Massey means both now and into the future.

Strengthening the links between people and place is increasingly being recognised as critical component of strong, healthy and sustainable neighbourhoods, especially in urban areas. While there is strong support from local schools for this project, internal staff resourcing issues have meant that this project has not yet been progressed. However, given the support for the project and the key role that it can play in engaging local people, it is now proposed that the arts place making project become a key project for the 2007/2008 year. Further discussion on this is included under staff resourcing below.

## **2. Planning for 2007/2008 – Opportunities and Issues Arising**

Due to the complexity of the project and the importance of building solid and sustainable foundations for the project, it is anticipated that the establishment phase of Massey Matters will continue into the 2007/2008 financial year. Practically, this will see an ongoing combination of:

- community and stakeholder dialogue and engagement
- on the ground collaborative projects
- changes to the Massey Matters model

Some of the key programme platforms for 2007/2008 and challenges arising are briefly discussed below:

### 2.1 Community Engagement and Communication

This currently happens at a number of levels via informal discussions, quarterly community forums and planning and undertaking collaborative projects. While initial community and government agency stakeholder engagement has largely been successful, there are a number of gaps in grass roots engagement and project communications.

**Community Development broker role:** it is hoped that in 2007/2008, additional support for grass roots community development will be effected through the employment of additional part time community broker positions. The intention is for these position(s) to be based within a local Massey organisation if possible. Further work will need to be undertaken to scope and articulate the role and where/how it could be based, supported and managed to maximise connections and outcomes for local community organisations.

**Quarterly Community Forum:** while operating successfully, there have been issues raised around the size of the forum, frequency and format of the meetings and the need for quarterly forums to be supported by specific topic based discussions and/or project meetings as well.

**Strengthening Key Connections:** to date, community engagement has been at a 'community' generic rather than sector specific level. It is likely sector based discussions (e.g. health, education, preschool age) will naturally evolve over time depending on local priorities for action, local leadership and funding opportunities emerging. However, two key sectors where special processes will need to be proactively developed in 2007/2008 are engagement with local business and youth.

- **Local economic development** will be critical to making Massey more sustainable. Dialogue and background work will need to be undertaken to better understand the profile of existing employment and local businesses. It will also be important to identify economic development synergies/ gaps/opportunities going into the future - especially with the proposed expansion of new employment and retail areas in Massey North and along the Hobsonville Corridor.
- Given its young population, **youth** is a key sector in Massey. While there are a number of existing 'youth groups' and sporting and cultural programmes for young people in Massey, a very common complaint is that there are not enough local activities for young people to do. Engagement with young people should not be thought of in terms of consultation around youth programmes, but in terms of the future vision for Massey and assisting and empowering young people to develop projects and initiatives themselves.

### 2.3 Community Information Gaps

The Massey Community Inquiry highlighted information gaps in terms of local knowledge and shared understanding around what services, activities and opportunities are available in Massey. These gaps continue to be raised at Massey Matters Community Forums and within West Harbour Sustainable Neighbourhood Project discussions. Potential solutions suggested have included a Welcome to Massey Pack for new residents, a Massey Community Directory, a local Massey events calendar, Massey Community newsletters or a newspaper, local radio, networking meetings for local community organisations and fridge magnets with key local community services and organisations. Discussions

with a range of stakeholders, including the Massey Community House, the Massey Citizens Advice Bureau, Family and Community Services, Community Waitakere and Waitakere Online, will need to be progressed as to the most effective and coordinated ways to develop local service and information sharing tools.

#### **2.4 Social Infrastructure Planning**

In 2006/2007, Council's emphasis on social infrastructure planning has been on the proposed Northern Strategic Growth corridor from Westgate to Hobsonville. However, the need to concurrently plan for this new area alongside existing Massey and the need to ensure town centres are supported by strong neighbourhood hubs has also been a key part of this new social planning framework. Recognising the predominantly 'residential nature' of existing Massey and the general relative lack of community infrastructure, work has now begun on identifying ways to potentially 'retrofit' some key sites to enhance neighbourhood access to retail and community facilities. An update on this work will be provided to the Committee at a future meeting.

#### **2.5 School Travel Planning for Massey West**

The school travel wise programme has also recently been launched with a Massey West cluster of 6 schools and the appointment of a cluster coordinator funded by the Auckland Regional Transport Authority. The reality is that many local issues and opportunities will be raised as part of school travel plan consultations that are unable to be addressed solely through travel plan processes. However, working alongside Massey Matters and Active Massey, it is hoped that safe and sustainable travel planning and local neighbourhood development issues and outcomes can be progressed in tandem – with maximum benefits for both projects and participating local communities.

#### **2.6 Healthy Housing**

Over the last year discussions around a framework and scope for a Waitakere "healthy housing" project have been ongoing. Key players include the Waitemata District Health Board, Housing New Zealand, Energy Efficiency and Conservation Authority, Council and local community agencies such as Eco Matters Trust, who are currently delivering an insulation retrofit programme to selected low income households in Waitakere. Other healthy housing models in New Zealand have also involved a 'social' component, with the broader wellbeing needs of households considered, alongside more physical retrofit processes.

Given current Beacon's intensive work in the West Harbour area to assess local housing condition, there is considerable potential to develop and test some innovative new sustainable housing retrofit models in both West Harbour and the wider Massey area as part of the Massey Matters umbrella. It is also hoped that innovative sustainable behaviour change programmes will be developed to work alongside physically based retrofit projects at a neighbourhood level.

#### **2.7 Future Staffing Support for Massey Matters**

To date, Massey Matters has been supported by a part time project leader. Although much has been achieved, additional coordination and broker resources will be required to enable the project to reach the next level. Provision for this has been made in the 2007/8 Annual Plan. As noted in section 2.1, community broker resource will make a significant difference to more hands on engagement and capacity building with local organisations and neighbourhoods in Massey.

Section 1.8 also proposes the establishment of a contract Community Place Maker position. This new role will enable more 'grass roots' based participation with the role encouraging the translation of local visions, aspirations, and identity into 'place making' projects such as creative arts and drama, oral history and DVDs, sculptures, neighbourhood branding, community signage, iwi/māori and other culturally based markers. The Place Making role can thus be seen as an innovative way to stimulate community involvement in the future development of the Massey urban area.

## 2.8 Changes to the Massey Matters Model

A decision was made in 2006, that community governance and large scale visioning would not be progressed in the establishment phase of Massey Matters. This was to enable the initial emphasis of Massey Matters to be on community discussion and involvement in action projects.

At some point over the next twelve months both of these decisions may need to be reviewed. When the Massey Matters model was initially put together, flexibility and responsiveness were seen as key principles, with a clear understanding that the model could be changed as the project progressed.

The “where to next” for Massey Matters discussion will likely be broached again at Community Forums later in 2007 as part of a general commitment to making sure that the project is on track and delivering on the vision and objectives it has set.

## RESOURCES

Council has signalled a significant commitment to the Massey Matters Project with the funding included in the Long Term Council Community Plan 2006-2016. This funding is critical not just to the project’s establishment but also in attracting funding from other external organisations. In the case of the Ministry of Social Development, Council’s financial commitment to Massey Matters has played a key role in their decision to provide \$40,000 per annum for a school-community liaison broker in West Harbour.

For the 2007/2008 year, Council’s Massey Matters project budget will be around \$146,000. It is recommended that Council’s investment be generally directed to the following areas:

- Community development coordination: enabling the employment of part time community based brokers to support both Massey Matters and the West Harbour Sustainable Neighbourhood projects.
- Place Making Project: employment of a contract position based in the Public Affairs arts team to inspire and assist the Massey community to undertake arts based activities and projects.
- Strategic project leadership and internal council integration.
- Council contribution to Active Massey Project, likely delivered through Council’s contract with Sport Waitakere.
- Massey Matters Quarterly Forums: venue hire and catering costs
- Local events: including Te Raa Mokokpuna Day, Outdoor Movies in Moire Park and public liability insurance for Massey Matters branded projects.
- Massey Matters Fund: contestable community projects fund of \$25,000.
- Evaluation: to enable interviews with key stakeholders and analysis/reflection on progress to be made at the end of 2007.
- Small projects fund to support engagement with key sectors and communities

Other external project specific funding will continue to be sought on an ongoing basis, with Council needing to play a key role in attracting government and philanthropic funding to assist the implementation of Massey based projects. However, it’s likely that these additional funding streams will go directly to community organisations in Massey or collaborative initiatives based in Massey.

## CONCLUSION

Massey Matters has now been formally established for 18 months with a core vision of improving quality of life in Massey – both in terms of people and the local environment. During this time,

significant progress has been made in engaging local stakeholders, developing processes and mechanisms to support the project and working alongside other organisations to develop and implement Massey based projects.

Massey Matters is a complex and long term project. Internally, Council staff are now meeting quarterly to enhance and coordinate Council's long term investment in Massey, with this process is being paralleled by a quarterly forum based in the Massey community.

Massey Matters is a collaborative initiative. Although Council has taken a leadership role in getting Massey Matters established it is envisaged that this leadership role may transition to the community over time. Long term, its success will depend upon strong involvement from not just the local community but also government agencies, local business, iwi/Maori organisations and the Council.

Massey Matters provides an exciting opportunity to develop a new way of implementing Council's Eco City vision at both neighbourhood and suburb levels. It is being viewed locally, regionally and nationally as innovative and leading edge in terms of sustainable development and locality based initiatives. Council has provided funding to support Massey Matters in the Long Term Council Community Plan 2006-2016 and a Massey Investment Plan is now being prepared.

### **RECOMMENDATIONS:**

1. That the Massey Matters Project Update report be received.
2. That the City Development Committee approve the ongoing development and implementation of Massey Matters in 2007/2008.

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