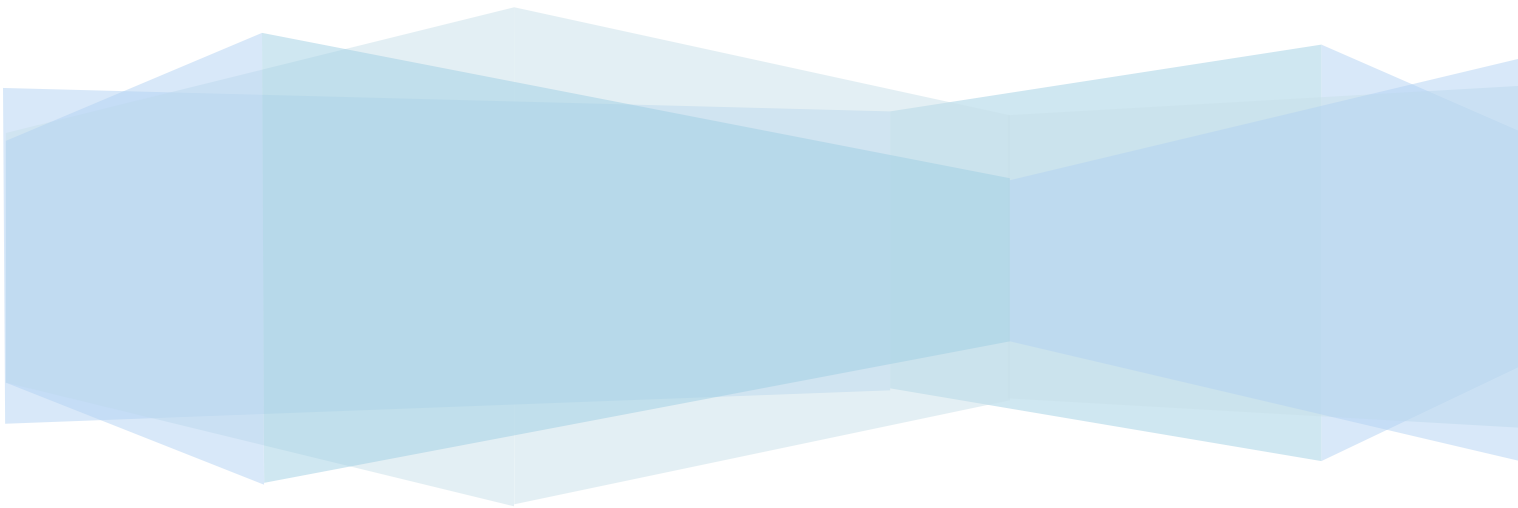


Kāpiti Coast District Council

Waikanae Community Board

Strategic Plan 2014 – 2019



PREFACE FROM THE CHAIR

For the Waikanae Community Board to be effective it needs a pathway that clearly outlines our ambition for the Waikanae community and supports decision-making focus and choices. The Waikanae Community Board's Strategic Plan provides this pathway. It outlines our strategic direction and goals, and is about what we can achieve working with the Kāpiti Coast District Council, our community, local businesses, and other key stakeholders.

The Community Board have conducted a review a year into the delivery of our strategic plan. Our strategic plan has been refreshed to reflect our progress and any new strategic issues within our operating environment that gave us cause to think about whether we had the right set of goals.

The timing of our review has coincided with the release of Kāpiti Coast District Council's proposed long term regional plan. This has meant that we were well positioned to carefully consider the proposal in the context of our own strategic direction and goals, and make adjustments to our goals, so the needs of the Waikanae community are current and focused.

Eric Gregory
Acting Chair
April 2015

INTRODUCTION

The Board have reviewed and revised its strategic plan in light of changes to our operating environment. Our review process has validated the importance of our role, the work that is taking place, and it has identified new areas where additional focus is required.

SCOPE OF PLAN

This strategic plan continues to chart a course for the Board and feeds directly into the Kāpiti Coast District Council long term planning process. New goals have been included in response to the long term plan.

MEASUREMENT

Outcomes have been included under each goal area to help us know if we have achieved or been successful in the delivery of the work. Outcomes can be expressed in a number of ways such as a quantitative performance measure and target, or qualitative benefit outlining what the Waikanae community will receive as a result of the successful delivery of our priority areas.

The Kāpiti Coast District Council are in the process of reviewing how they measure their performance so it is easier to assess how well they have delivered to plans. The Board will further refine and align its measures to that of Kāpiti Coast District Council during our next review period.

Every six months the Board will report against progress of our yearly goals, and each year confirm specific priorities from the strategic plan that will become the focus for the coming 12 months.

THE WAIKANAE COMMUNITY BOARD AND ITS CONTEXT

The Waikanae Community Board consists of four elected members and a Ward Councillor, to work on behalf of the Waikanae region. We carry out functions and exercise powers delegated to us by Kāpiti Coast District Council.

Mission

Our mission statement is to provide leadership, engagement and support for a growing, developing and changing Waikanae community using a balance of prudent, transparent and proactive decision making.

How We Link with the Community

The Board members will be available, open minded and prudent in their interaction with the community. We link with the community we live in and work in by our availability.

Vision

Waikanae – a place to grow up and a place to grow old

The Board would like to support the development of Waikanae so that people identify it as a place to live, work and establish new businesses. Our vision for the future is that:

Waikanae will be a community for all ages that people experience as unique, diverse, safe and vibrant.

Our vision for the future continues to be a source of inspiration and provides us with clear decision-making criteria. It strongly aligns to the vision Kāpiti Coast District Council developed for the Kāpiti region.

Our Values

The Board must be seen to be totally professional and ethical in our working life. Our values will assist us to do so. The Board will:

- act with integrity and honesty
- be transparent and open
- be inclusive and available to the community and each other
- ensure sound financial governance
- provide strong leadership and support
- be forward thinking and innovative
- ensure robust decision making

THE BOARD AND ITS CONTEXT

Kāpiti District Outcomes

Kāpiti Coast District Council have identified five outcomes for the district aligned to the regions vision and in support of long term planning and development over the next 20 years:

- Strong partnerships
- Democracy through community participation
- Wise management of public funds
- Resilient community
- Thriving economy vibrant culture diverse community

The Kāpiti Coast community has developed seven community outcome areas:

Outcome 1: There are healthy natural systems which people can enjoy

Outcome 2: Local character is retained within a cohesive District

Outcome 3: The nature and rate of population growth is appropriate to community goals

Outcome 4: The Community makes wise use of local resources and people have the ability to act in a sustainable way on a day to day basis

Outcome 5: There is increased choice to work locally

Outcome 6: The District is a place that works for young people

Outcome 7: The District has a strong, healthy, safe and involved community

In fulfilling our role, the Board strives to make a significant contribution to both sets of outcome statements through careful strategic planning and delivery.

THE ENVIRONMENT AND HOW IT IMPACTS ON WAIKANAE DEVELOPMENTS

Population

The Board officially covers an area from the Waikanae river in the south through to Peka Peka in the north. The Reikorangi community currently fall out of this catchment area.

Reikorangi is technically part of the ward boundaries covered by the Otaki Community Board even though it has a closer geographical proximity to Waikanae. The Board provide the Reikorangi community with representative services and advice.

The Kāpiti Coast District Council are in the process of undertaking a representation review. We have asked the Council's review team to consider this anomaly and propose an adjustment to the Waikanae ward boundaries to include Reikorangi. We have also requested that the Te Horo boundaries are considered within this review. Community representation reflects a new priority for the Board.

The Kāpiti Coast continues to experience a growth in its population. While patterns of population growth within the Waikanae catchment are shifting we will need to continue to provide services that enable older people to participate and work in the community and to live safe and independent lives.

Social

There continues to be a trend for young people to move out of the Waikanae community. We will need to work together to build an economy and community that is attractive to young people, offering new facilities for quality education, and a place to live long term.

Political

In the Board's view the amalgamation proposal for Councils across the Wellington region is unlikely to take place. We remain committed to continue to plan and provide services in accordance with powers delegated to us by Kāpiti Coast District Council.

We will continue to keep a watching brief on the amalgamation process, and will be ready to respond to final decisions that impact on the Waikanae community where required.

Economic

The Community Board are well placed to advocate, support and oversee developments that will significantly contribute to the growth and revitalisation of the Waikanae region.

The Board have delivered robust decision making, and sound financial governance since the 1989 re-organisation of Local Government, resulting in our continued stewardship of three grants. These grants were established to enable us to give financial support to those individuals or groups who apply to the fund for the implementation of improvement initiatives or capital projects that will benefit the Waikanae community. We will review the way the community funds are structured in the unlikely event that amalgamation of Council goes ahead.

Transportation initiatives within the region are designed to reduce the drive time to Wellington and therefore attract to Waikanae more families, professional couples, and local businesses, which will in turn support the growth of thriving community and local economy.

The board agreed to strengthen our focus on regional transportation and parking initiatives. There are currently insufficient car parking to support people who choose to utilise public transport and commute into Wellington. The Board has also noted the increasing congestion on the Elizabeth Street rail crossing and are concerned by the current lack of an emergency services plan for the crossing.

Technology

Technological developments particularly, broadband connectivity, will continue to minimise the perceived locality and commuting barriers associated with Waikanae by enabling people to work more effectively from their place of residence.

Environment

Waikanae has a number of distinctive natural features including the Waikanae river and beach, which are highly valued by the community and its visitors.

Restoration and enhancement of the Waikanae environment remain an important focus for the Board. We have strengthened our focus for the maintenance of the uniqueness of the Waikanae beach.

OUR STRATEGIC DIRECTION

In setting our strategic direction, the Board has taken into account our role and the value we deliver, our operating environment including high level drivers for change or key challenges facing our community, and the outcomes we are working towards.

The goals that will guide our direction over the next four years and the specific goals within each goal area remain relevant and are defined as inter-dependent.

These goals have been confirmed with some adjustments to our approach or new priorities have been included.

OUR GOALS

Promotion of the Board

We are an elected Board, here to serve the Waikanae Community, and in doing so support the work of the Kāpiti Coast District Council. It is important that the community know where they can go for assistance, and are well informed about the contributions and successes of all of the Board's endeavours.

Partnership with the community and local businesses

To keep and attract people to Waikanae we need to work smarter utilising all resources available to collectively grow, and develop the Waikanae region.

The Board, in its leadership role, will work collaboratively with the Kāpiti Coast District Council, community and local businesses.

A cohesive and connected community

A thriving community is a connected community. To facilitate social cohesion, stronger networks and grassroots action, we will advocate for and co-ordinate initiatives that will support physical connectivity across the beach, town, village, east and north suburbs, Peka Peka, and other communities we may represent in the future.

Restoration and enhancement of the Waikanae river corridor

The Board will continue to advocate for, co-ordinate, fund and oversee the implementation of plans to restore and improve the natural structure and function of the Waikanae river corridor.

Town Centre, and the handover of State Highway 1

The Board will support the design and redevelopment of the town centre, and the handover of State Highway 1 to the Kāpiti Coast District Council as a local road.

OUR STRATEGIC DIRECTION

Goal 1

To promote the Board role and successes

Progress Update Year One - how have we done?

We have made good progress against this goal area. A logo to visually articulate and represent the work of the Board is now in place. We have secured space in the “Kāpiti update” a local publication to help us raise our profile and keep the community well-informed of our work and relevant community developments or events.

Year 1 - 3

Identify and publicise Board led or initiated improvements and community developments

Utilise the Kāpiti Coast District Council web pages and other communication vehicles to promote the role of the Board and raise its profile

Utilise our logo to visually articulate and represent the work of the Board

Year 1 – 5

Disseminate the Board’s strategic plan to local businesses and the community

Implement, refine and conduct regular reviews of progress against this plan

Outcomes

- The Board is more accessible and known for its responsiveness to community needs
- The Board is seen as a leader in enabling and supporting the development of a thriving community
- The number of times the Board presents to a community or business group increases each year

OUR STRATEGIC DIRECTION

Goal 2

Work in partnership with the community and local businesses to keep and attract people to Waikanae

Progress Update Year One - how have we done?

The Board continue to advocate for the continuation of the recycling centre, Mahara Gallery and Waikanae Library redevelopments, and are part of the process to lead and manage the aesthetic appearance of State Highway 1. We have adjusted some specific goals to better reflect a partnership model in the development of community initiatives. We have also expanded and strengthened our focus to support the development of schools in the community.

Year 1

Encourage community leaders and local businesses to synthesis a brand for Waikanae aligned to the Board's vision for the Waikanae community

Enable the development of a suite of tools to support the use of the brand that can be distributed and applied more widely by the community and local businesses

Support recycling and waste minimisation, and advocate for the continuation of the recycling centre

Advocate for and support the developments of the Mahara Gallery and refurbishment of the Waikanae Library

Lead and manage a process to improve the aesthetic appearance of State Highway 1

Year 2 – 3

Enable the community and local businesses to identify what makes Waikanae a "preferred" place to live

Support the development of an events plan that enables the growth of a lively community and business district

Support the community and local businesses to produce publicity plans to raise awareness and promote the attractions of Waikanae

Year 3 – 5

Work with central government agencies and advocate for the establishment of a primary/secondary school within the Waikanae community

Outcomes

- Local businesses and the community are empowered and buy-in to community building initiatives
- There is an increase in grassroot action where community drive and own their developments
- A brand for Waikanae that is aligned with the Board's vision for Waikanae is in place
- The process to improve the aesthetic appearance of State Highway 1 is complete
- A response is received from the Ministry of Education in relation to the establishment of school facilities within the Waikanae Community

OUR STRATEGIC DIRECTION

Goal 3

Promote the development of a cohesive and connected community

Progress Update Year One - how have we done?

We continue to support the Council to work with the Greater Wellington Regional Council and NZ Transport Agency in relation to transport and parking initiatives, however, tangible progress has been less visible within this goal area. We have refocused and included a number of new goals in year 1 – 2 in response to a changing operating environment.

Year 1 – 2

Influence changes to the Waikanae ward boundaries to include Reikorangi and Te Horo

Promote the delivery of an emergency plan for Elizabeth rail crossing

Promote and influence the development of improved parking facilities for the Waikanae region

Influence the redesign of bus routes to support the reduction of locality barriers across Waikanae

Advocate for the introduction of express bus services through the suburbs of Waikanae

Year 2 – 3

Protect the unique aesthetic appearance across Waikanae suburbs and the beach

Promote easier access to and maintenance of the current retail centre

Advocate for the introduction of a Waikanae shopping bus

Outcomes

- A submission in response to the Kāpiti Coast District Council Representation Review is completed on time
- An emergency plan for Elizabeth Street rail crossing that the Board support is in place
- Community outcomes for the Waikanae Beach that the Board supports is in place
- Community identify and social cohesion is improved

OUR STRATEGIC DIRECTION

Goal 4

Support the restoration and enhancement of the Waikanae river corridor

Progress Update Year One - how have we done?

The Board have made substantial progress within this goal area in terms of establishing strong and effective partnerships with all key stakeholders. We have built a profile and reputation that ensures any issues or decisions in relation to the river are referred to our Board for consideration.

We have continued to fund activities to restore the rivers environment and on-going maintenance activities.

Year 1

Keep the Paraparaumu/Raumati Community Board informed on all developments

Continue to maintain and build a good relationship with Friends of the Waikanae river, and continue to fund the restoration of the river environment and on-going maintenance activities

Work with key stakeholders to improve and ensure easier access and parking in the river corridor and submit to the Long term plan for bridge access and road access of the handed back State Highway 1

Support the improvement of access from Howarth Block to Waikanae, and advocate for the build of an additional foot bridge

Year 2 – 3

Continue to explore water level control, stop bank, and metal extraction options with the Greater Wellington Regional Council, consult with the community and develop a written submission on preferred option(s)

Outcomes

- The Waikanae River and its environment remains protected and enhanced

OUR STRATEGIC DIRECTION

Goal 5

To support the design and redevelopment of the town centre, and the handover of State Highway 1 to Kāpiti Coast District Council as a local road

Progress Update Year One - how have we done?

Work is underway to ensure town centre designs are scrutinised for their effect on the Waikanae community. The Board have strengthened our focus in the redevelopment of the town centre and included a number of new goals in year 1 – 2. Many of these new priorities respond to options outlined in the Kāpiti Coast District Council's long term plan.

Year 1 – 2

Engage with the community to discuss concept plans and establish level of buy-in

Continue discussions with staff on traffic modelling and parking for the wider town centre

Ensure the Board is part of any working or focus group on town centre developments

Ensure Waikanae is first town centre within the region to be redeveloped

Work for the continued viability of Mahara Place as the town centre hub

Continue to advocate for a joint upgrade to the Mahara Gallery and Waikanae Library

Consult with Greater Wellington Regional Council regarding train timetable and Elizabeth Street crossing

Year 2

Ensure new designs are carefully scrutinised for their effect on the Waikanae community

Year 3-5

Manage the process to determine the best future use of the town centre, and lead the beautification process of Waikanae

Outcomes

- Effective community participation and buy-in for the design phase of the town centre
- Waikanae is the first town centre within the region to be redeveloped and developments are completed on time

CONCLUSION

The Board's strategic planning review process highlighted substantial progress in achieving our first year goals. The review went beyond sense checking that the goals are still relevant. We were able to identify some major changes in our operating environment that impacted on our focus over the next four years. Goals have been altered or new goals have been introduced in response to our review.

The timing of the review was beneficial for the Board and our community. It allowed us to adjust our plan in response to Kāpiti Coast District Council's proposed long term planning document.