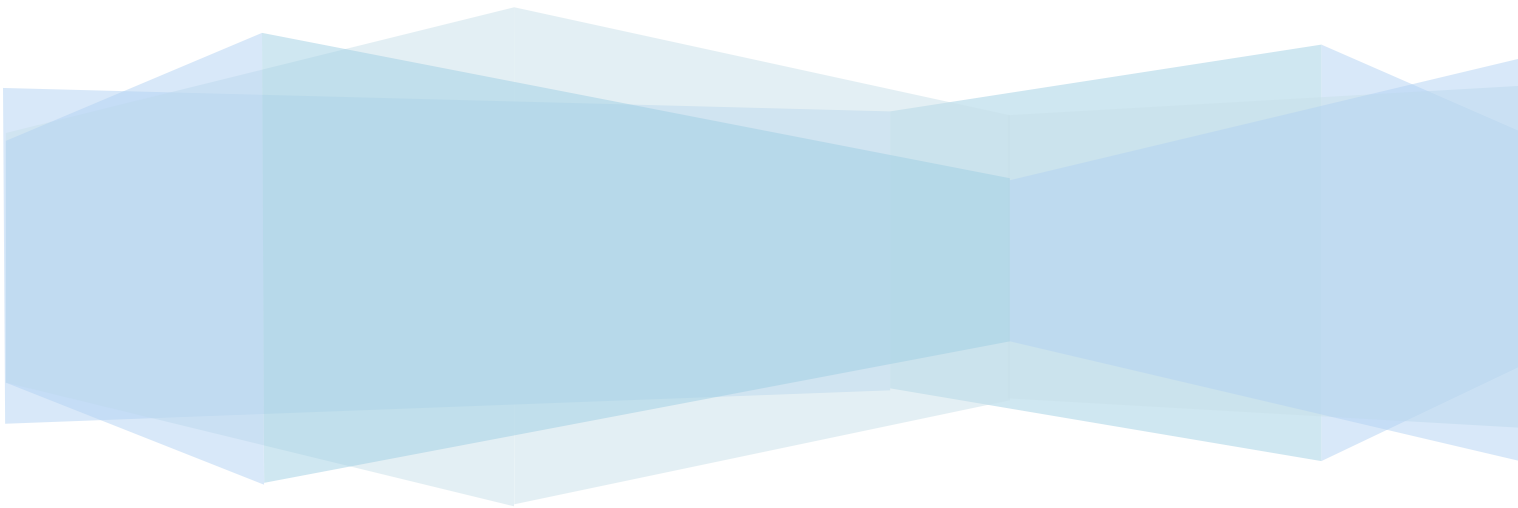


Kāpiti Coast District Council

Waikanae Community Board

Strategic Plan 2014 – 2019



PREFACE FROM THE CHAIR

I am pleased to introduce the reviewed strategic plan for the Waikanae Community Board. This is our continuing pathway - updated to make sure it remains relevant for the next two years and beyond. It is pleasing to see how well we have embedded a strategic planning review process into the way we do things.

Since our strategic plan was first developed in 2014 we have come a long way. We continue to deliver to our strategic goals, while operating within an environment where there is limited delegations and pressure on funding.

The Board is making a significant contribution for the community and in doing so is supporting the Kāpiti Coast District Council to meet both its District and community outcomes.

The Board's focus this year will be to work on the improvement of police presence within the Community, advocating for the establishment of a Waikanae primary/secondary school, influencing the design of Waikanae's cycle way, and ensuring the development of effective roading infrastructure. The Board will continue to use the promotion funds to effectively position and promote our community.

Eric Gregory
Chair Board
April 2016

INTRODUCTION

The Waikanae Community Board Strategic Plan is a living document and as such is reviewed each year to ensure it is in tune with what will or may occur in the foreseeable future. The plan shows the foundations for our very being and the major goals that will be focused on as we head towards our stated vision. Our review process has identified new areas where additional focus is required for the coming 12 months.

SCOPE OF PLAN

This strategic plan looks forward and across the next triennial reflecting ongoing long term goals that will be longer than the life of a community board.

MEASUREMENT

Outcomes have been included under each goal area to help us know if we have achieved or been successful in the delivery of our 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 WAIKANAЕ 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 Coast 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

Kāpiti Coast District Council agreed to amend the Waikanae Ward boundaries to include Huia Street, Reikorangi and Waikanae Downs. The Board continues to cover an area from the Waikanae river in the south through to Peka Peka in the north. The representation model and make up of the Board could be further impacted by the ongoing growth in Waikanae's population.

Population growth is ensuring the property market performs well with sections selling well at the north end and new developments occurring north of the Waikanae river.

The development of effective roading infrastructure to support new sub divisions will be a new focus for the Board so that roading access ways meet the minimum size requirements.

Social

Waikanae is attracting more couples with children as new property is developed or freed up as older residents move to supported accommodation. On the downside, there continues to be a trend for young people to move out of the Waikanae community.

Insufficient schooling continues to impact on our young people who currently have no other option but to travel out of the Waikanae region to receive an education. Offering new education facilities in Waikanae will receive heightened focus by the Board this year.

There are promising signs for the creation of a significant number of new jobs through the Transmission Gully project; however, the Council's economic development strategy has yet to be translated into a plan that ensures expected results. The Council's progress in this area will continue to be of interest to the Board.

Political

There is no current process in place to support the amalgamation of Councils across the Wellington region. The focus has moved to the establishment of shared services between local authorities. The Board will continue to keep a watching brief on developments.

Nationally, there is a trend for Community Boards to have a greater role in enhancing the communities they work for. This and the recent growth in Waikanae's population could lead to the Board receiving an expanded role including an entitlement for greater Councillor representation. The Council will need to plan for and manage foreseeable changes to the voting system.

Economic

The Community Board is 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. The Board will continue to keep a watching brief for any movements in the amalgamation agenda, and where necessary we will review the way community funds are structured.

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

The board agreed to strengthen our focus on regional transportation and parking initiatives. There is currently insufficient car parking to support people who choose to utilise public transport and commute into Wellington. The Regional Council has heard concerns and responded with the provision of an extra 250 car parks, however, this will not address the issue completely given the planned redevelopment of the train station. Parking initiatives will therefore require our ongoing focus.

The economic impact of the new state highway express way is yet unknown and requires ongoing focus.

A move towards a greater certainty for the timeline of the Town Centre upgrade will be required to support improved planning of transport initiatives.

The Board continues to be concerned by the increasing congestion on the Elizabeth Street rail crossing and the lack of an emergency services plan for the crossing. While this is a real risk to our community there are no obvious solutions at this stage.

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.

The Board continues to prioritise the restoration and enhancement of the Waikanae environment.

A recent down grade of police presence in the Community including the lost of the patrol base is of concern and has become a new and prioritised area of focus for the Board.

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. Buildings have been cabled but connectivity for ultra fast broadband is at least eight months away.

Opportunities to identify and enhance security provisions in response to the lost of police presence will become more important.

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 and timing and new priorities have also been identified and 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 Three - how have we done?

We have made extremely good progress against this goal area. The Board have an improved visibility and media presence and have strengthened their connection and dialogue with the community including local iwi.

We have invested funds in the promotion of Waikanae including signage, beautification and events. Major projects continue to be funded (splash pad and diving pool improvements, park improvements including a sun shade and club room improvements) as a result of successful lobbying during the long term planning process.

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 Three - how have we done?

The vision of the town centre reflects the Board's input and the Board have successfully influenced the town centre's development plan.

A new and prioritised area of focus will be to improve police presence within the Community and advocate for the establishment of a Waikanae primary/secondary school.

Year 1

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

Target local MPs, elected members and the Council to buy into the advocacy process and support the establishment of a primary/secondary school within the Waikanae community

Advocate for police presence and the reopening of the police bay

Lead and manage a process to improve the aesthetic appearance of State Highway 1, the northern end of Waikanae and work with the Council to improve the on going maintenance plan

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 by financial year 2019/20

Year 2 – 3

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

Support and develop 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

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

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 and the Northern end of Waikanae 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 Three - how have we done?

We have made good progress in this area, achieving a number of the actions we set out to achieve including changes to ward boundaries, the modification of bus routes, that support the reduction of locality barriers across Waikanae and dialogue over parking facilities has been well established with both Council and Regional Council. Closer working relationships with the Regional Council and Councillor and KiwiRail have been achieved.

A new area of focus is to influence the design of the Waikanae cycle way.

Year 1 – 2

Promote the delivery of an emergency plan for Elizabeth rail crossing

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

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 and the rail way station

Influence the design and advocate for cycle way development for Te Moana Road or Park Avenue

Outcomes

- 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 identity and social cohesion is improved
- To work with Council staff to identify a safe school bike route
- Clearly identify that our preference is a physical separation between bikes and vehicles for Waikanae cycle ways

OUR STRATEGIC DIRECTION

Goal 4

Support the restoration and enhancement of the Waikanae river corridor

Progress Update Year Three - how have we done?

To support the vision of a sustainable and improved Waikanae River the Board:

- endorsed a partnership with Council, Iwi, and Greater Wellington
- Supported river recharge so that it never falls below 750 cubic meters per second; and
- continues to financially support friends of the river for restoration and 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

Will consult with Greater Wellington Regional Council and develop a written submission on preferred option(s)

Outcomes

- The Waikanae River and its environment remains protected
- Work with the Greater Wellington Regional Council to ensure that flood protection is adequate

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 Three - how have we done?

Engagement with the community on the Town Centre developments (concept plans, traffic modelling and parking) have been effective.

Waikanae continues to be prioritised as the first town centre in the region to be redeveloped.

Year 1 – 2

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 the 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

Continue to liaise with the Greater Wellington Regional Council over the plan for a car park including a toilet

Ensure infrastructure is fit for purpose for all developments North of Waikanae

Year 2

Ensure new designs for Waikanae Town Centre and future roading infrastructure 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
- Community board input into road design and approval

CONCLUSION

The Board's strategic planning review process has again highlighted substantial progress in achieving our goals and objectives. It continues to validate the importance of taking a disciplined approach to the work planned and undertaken by the Board for the benefit of the Waikanae Community.

Major changes in our operating environment continue to result in new or prioritised goals and objectives to focus on over the coming years.