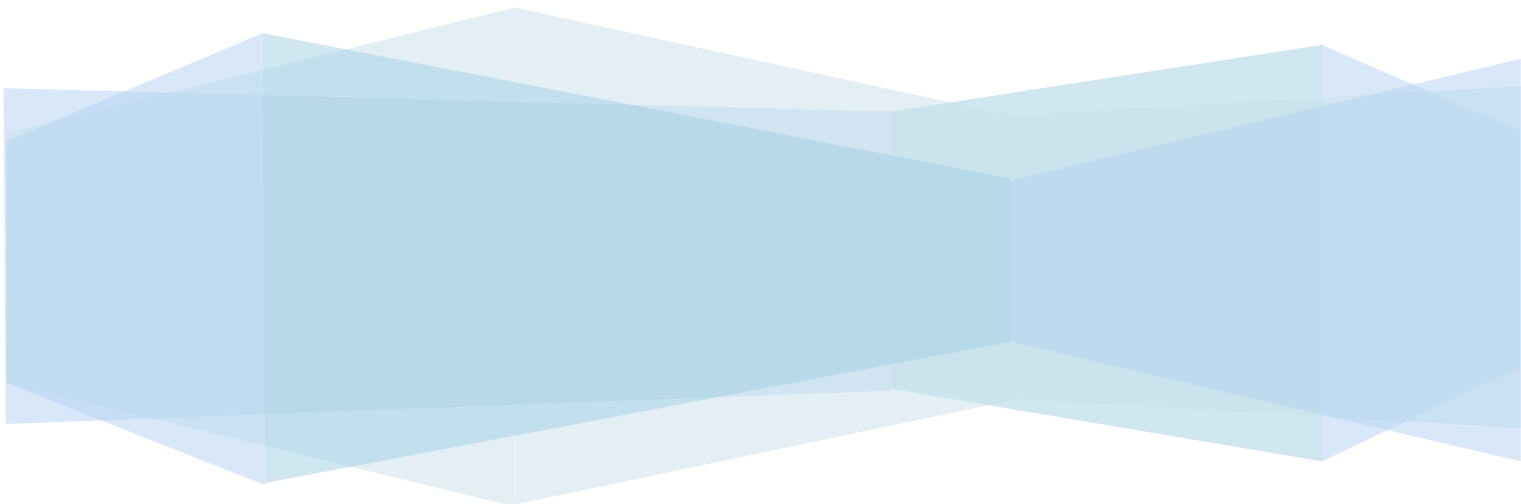


Kāpiti Coast District Council
Waikanae Community Board
Strategic Plan 2014 – 2019



PREFACE FROM THE CHAIR

Strategic planning is a challenging process that pits the wants and the needs of those involved and their perception of what the community needs against the test of what is possible.

Waikanae Community Board members should be commended for the work they did in bringing this plan together.

I am pleased to endorse the Waikanae Community Board's first strategic plan.

Michael Scott
Chair Waikanae Community Board

INTRODUCTION

This is the Waikanae Community Board's first strategic plan. Its focus is on working with the community, local business and key partners to develop the town centre, restore and enhance the Waikanae environment, and build a cohesive and connected community. It will provide a solid foundation from which the Board can go forward and on which future strategic plans can be built.

SCOPE OF PLAN

This strategic plan will not only chart a course for the Waikanae Community Board but will feed directly into the Kāpiti District Council Long Term Planning Process. The Waikanae Community Board want the Council to accept and acknowledge the Waikanae Community Board's plan and consider the actions they take to effect Waikanae in terms of these planning objectives.

MEASUREMENT

Each year the Waikanae Community Board will review its progress and confirm specific priorities from the plan that will become the focus for the coming 12 months.

During the period of the plan the Board will develop further measures to assess its contribution to Kāpiti District Council Community outcomes, and these will also be used for measurement of progress against the strategic plan.

THE WAIKANAĒ 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.

The Waikanae community board covers an area from the Waikanae river in the south through to Peka Peka in the north.

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 Waikanae Community 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 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 WAIKANAE COMMUNITY BOARD AND ITS CONTEXT

Community Outcomes

The Kāpiti Coast community's vision for the future is described as Community Outcomes. The 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 the community outcomes. Careful strategic planning can markedly enhance that contribution. This strategic plan is designed to ensure that we contribute to the achievement of the community outcomes.

THE ENVIRONMENT AND HOW IT IMPACTS ON WAIKANAE DEVELOPMENTS

Population

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 citizens to participate and work in the community and to live safe and independent lives.

Transportation initiatives within the region will enable commuters to have a shorter drive time to Wellington. This is contributing to Waikanae now having a greater appeal as a place to live for both families and professional couples.

Social

There is 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.

Economic

It is important that we put in place measures to attract local businesses and workers to support our local economy. 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.

Robust decision making, and sound financial governance since the 1989 re-organisation of Local Government, has resulted 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. As a Community Board this enables a greater ability to influence positive change within our community for our community.

Political

We will continue to keep a watching brief for any further developments or decision making related to the proposed amalgamation of the Councils across a number of districts including the Kāpiti Coast, so that the needs and views of the Waikanae community and it's rate-payers can be appropriately represented.

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 are an important focus for the Board. Targeted action will continue to support and enable the Kāpiti Coast District Council to achieve it's community outcomes, and allow us to develop a strong community identity.

OUR STRATEGIC DIRECTION

In setting our strategic direction, the Board has taken into account our role and the outcomes we are working towards, our external environment and internal factors.

Five goals have been identified, which will guide our direction over the next five years. Within these goals, a number of key activities, will focus the Board's energies.

OUR GOALS

✓ Promotion of the Waikanae Community 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 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, and Peka Peka.

✓ 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 Waikanae Community Board role and successes

Year 1

Identify and publicise Board led or initiated improvements

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

Year 1 – 3

Consider the development of a logo to visually articulate and represent the work of the Waikanae Community 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 Waikanae Community Board is more accessible and known for its responsiveness to community needs
- The Waikanae Community Board is seen as a leader in enabling and supporting the development of a thriving community

OUR STRATEGIC DIRECTION

Goal 2

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

Year 1

Build a brand for Waikanae that the community can connect with

Develop 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

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

Year 1 – 3

Work with the community and local businesses to identify what makes Waikanae a “preferred” place to live

Develop an events plan that supports the development of a lively community and business district

Produce a publicity plan to raise awareness and promote the attractions of Waikanae

Year 3 – 5

Advocate for and support the developments of the Mahara Gallery

Year 5

Work with central government agencies and advocate for the establishment of a 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 grassroots action where community drive and own their developments

OUR STRATEGIC DIRECTION

Goal 3

Promote the development of a cohesive and connected community

Year 1 – 2

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

Encourage the use of parking facilities outside of the town centre

Promote easier access to and maintenance of the current retail centre

Advocate for the introduction of a Waikanae shopping bus

Protect the unique aesthetic appearance of suburbs across Waikanae

Outcomes

- Community identity and social cohesion is improved
- Stronger relationships are established across the suburbs of Waikanae

OUR STRATEGIC DIRECTION

Goal 4

Support the restoration and enhancement of the Waikanae river corridor

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

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

Year 1 – 2

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

Extend the definition of the Town Centre to include Elizabeth Street, and the Omaha and Parata Street precincts

Year 2

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

Year 3-5

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

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 to the design phase of the Town Centre

CONCLUSION

This strategic plan is a first step towards the Waikanae Community Board becoming a greater master of its own destiny. It brings together a number of strands of work that we are currently progressing and takes into account our environment, context and role, and organises our work over the next five years to ensure tasks contribute to the Kāpiti Coast District Council realising its community's vision and outcomes.

It will be regularly reviewed to ensure that it remains relevant to the Waikanae Community as well as potentially being an example for other Community Boards within our territorial authority.