

Cover page

Kaipātiki Local Board area

Te Rohe ā-Poari o Kaipātiki



The Kaipātiki area name means ‘to eat flounder’ or the ‘feeding ground of the flounder’.

On the map, the area’s boundaries are the northern motorway to the east, the inner Waitematā harbour to the south and west, and Glendhu and Sunset roads to the north.

Kaipātiki has three main town centres – Birkenhead, Glenfield and Northcote – complemented by smaller local centres. It boasts 530 hectares of local reserve, as well as destination parks like Onepoto Domain and Chelsea Heritage Park. Major venues such as the North Shore Events Centre and the Netball North Harbour complex draw sportspeople and spectators from other parts of Auckland.

Among its green qualities are the largest areas of continuous urban native vegetation remaining in a wide sweep of Auckland’s ecological region, this forms part of the North-West Wildlink.

Just over sixty five percent of Kaipātiki residents are employed. Of those workers, twenty nine percent work within the board boundary. Wairau Valley is a significant area of employment and industry. Other important destinations for employment are the central business district, Devonport-Takapuna and Albany.

Its closeness to the harbour bridge and Auckland’s central business district makes Kaipātiki attractive to young families, professionals and students. There are higher proportions of people in the 25 to 44 age group and children under 5 years old than the Auckland average. Two thirds of the population are of European ethnicity, just over a quarter of the population are of Asian ethnicity. These are higher proportions than the Auckland average, while the Māori and Pacific Peoples populations, at 8.5 per cent and 5.9 per cent respectively, are smaller than in the rest of Auckland.

According to the 2013 Census, about 82,500 people call the area home, ranking it fifth in population size among Auckland’s 21 local board areas. The development currently underway in the Northcote area will substantially increase the number of people calling Kaipātiki home.

Mihi

E toko ake rā e te iti, whakatata mai rā e te rahi, kia mihi koutou
ki ngā kupu whakarei a te hunga kua tīpokotia e te ringa o te wāhi ngaro,
ēngari e kaikini tonu nei i ngā mahara i te ao, i te pō.

Nga ōha i mahue mai i tērā whakatupuranga
kia āpitihiā e tatou ki nga tūmanako o tēnei reanga,
hei mounga waihotanga iho ki te ira whaimuri i a tātou.

Koina te tangi a ngākau māhaki, a te wairua hihiri me te hinengaro tau.

Oho mai rā tātou ki te whakatairanga i ngā mahi e ekeina ai
te pae tawhiti ka tō mai ai ki te pae tata.

Tēnei au te noho atu nei i mātārae te titiro ki runga o Ōrewa,
ki te one e rere atu ana ki Te Whangaparāoa
ki te Kūiti o te Puarangi.

Kei waho ko Tiritiri Mātangi, tomokanga ki te moana o te Waitematā.

Ki uta ko te Whanga o Oho Mairangi, ūnga mai o Te Arawa waka,
ka rere whakarunga ngā kamo ki Takapuna kāinga, Takapuna tupuna.

Kia taka ki tua ko Maungaūika

te tū hēteri mai rā i te pūwaha o Tāmaki Makaurau, Tāmaki herehere waka.

Ka ruruku atu tātou mā te waitai kia puta ake

ki te Awataha ki nga mihi a te Kaipātiki

me te Te Raki Paewhenua ki te uru,

i reira ka whakatau te haere.

E koutou mā ka ea, kua ea, kia ora huihui mai koutou katoa.

Welcome to you all let me greet you

with the eloquent words of those who have long since been taken by the unseen hand of
the unknown,

but for whom we still mourn.

Let us enjoin the legacy they left

to the hopes of this generation

as our gift to those who will follow us.

That is the pledge of the humble heart, the willing spirit and the inspired mind.

Let us rise together and seek to do what is necessary
to draw distant aspirations closer to realization.
Here I sit on the headland overlooking Ōrewa
to the stretch of sand that runs to Whangaparāoa
along the Hibiscus Coast.
Off land lies Tiritiri Mātangi gateway to the Waitematā.
On land is Mairangi Bay landing of Te Arawa waka,
gazing southward lies Takapuna community, Takapuna the progenitor.
Beyond stands Maungaūika
sentinel of Tāmaki Makaurau, anchorage of many canoes.
Taking to the tidal waters we emerge
at Awātaha to the greetings of Kaipātiki
and West Harbour
and there our journey ends.
It is done, greetings to you all.

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Statement of proposal for the 2017 Kaipātiki Local Board Plan

From the Chairs

He kōrero mai i ngā Heamana

Tēnā koutou, tēnā koutou, tēnā koutou katoa.

We have great pleasure in presenting our draft 2017-2020 Kaipātiki local board plan. Feedback is open until 22 May to 30 June and we want to hear your thoughts on how it can be improved.

Once completed, the final local board plan will be a strategic document that guides our decisions over the next three years. Based on the priorities you have helped to identify; individual projects will then be agreed upon and will become our future work programme.

We'd love your feedback on our priorities in the plan, such as improving our environment; investing in Northcote and Glenfield town centres; advocating for better public transport; improving access to our local recreation facilities, parks and coastline; and utilising the 'five ways to wellbeing' when making decisions. We are also proposing to develop a local policy around providing public assets in our reserves, to improve how we provide play equipment, toilets, seating, signs and shade.

This local board plan proposes 14 initiatives to help us achieve improvements related to the things you value – from community services and the natural environment to Kaipātiki identity and lifestyle. Each initiative contributes across a range of outcomes and objectives (what we want to achieve). We believe this interconnected approach will help us get the best return on our funding.

While the local board has a local leadership role, for some issues, it's best for us to empower and support the community to take its own action. That's why you'll see continuing support for local place-making groups, our community houses and centres, the Kaipātiki Community Facilities Trust and the Pest Free Kaipātiki partnership as key proposals.

To encourage more effective community involvement in our decision-making, we propose to develop a local policy around how and when we consult with you. This will help us to reach a greater proportion of the community, as well as ensure that we hear from those most affected by a proposal.

You share in the future of Kaipātiki, so help us make the local board plan better by sharing your ideas with us. We look forward to hearing from you.

Danielle Grant

Chairperson, Kaipātiki Local Board

November 2016 - February 2018

John Gillon

Chairperson, Kaipātiki Local Board

February 2018 - September 2019

About local boards

He kōrero mō ngā poari ā-rohe

Auckland Council has a unique model of local government in New Zealand, made up of the governing body (the mayor and 20 ward councillors) and 21 local boards. The governing body focuses on Auckland-wide issues while local boards are responsible for decision-making on local issues, activities and services and provide input into regional strategies, policies and plans.

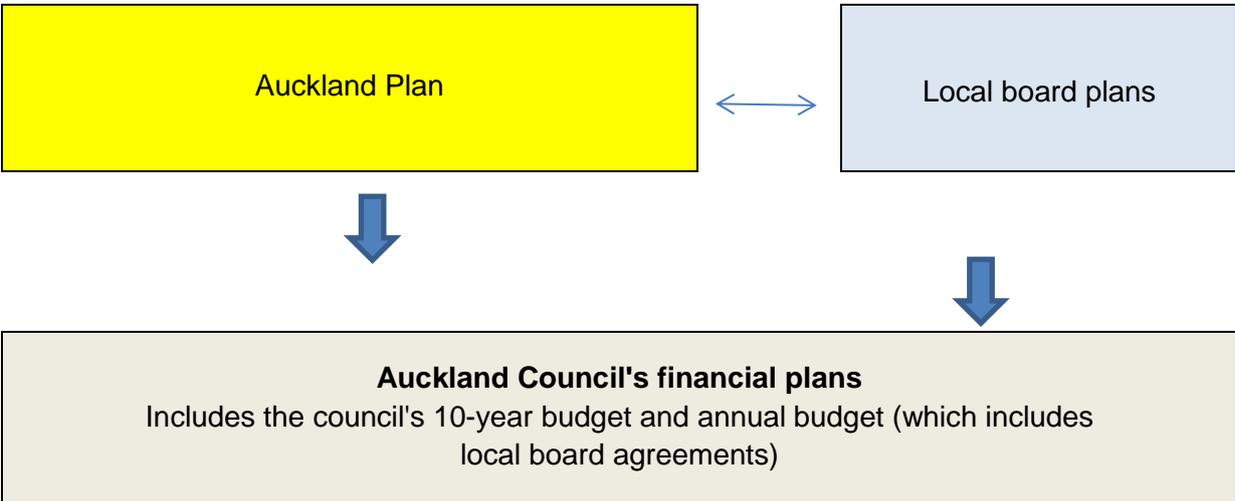
These local issues, activities and services include:

- supporting local arts, culture, events and sport and recreation
- providing grants and partnering with local organisations to deliver community services
- maintaining and upgrading town centres and facilities including parks, libraries and halls
- caring for the environment and preserving heritage.

Local boards also have a role in representing the view of their communities on issues of local importance.

About local board plans

Local board plans are strategic documents that are adopted every three years. Their purpose is to set a direction for the local area that reflects community priorities and preferences. They guide local board activity, funding and investment decisions. They also influence local board input into regional strategies and plans, including the Auckland Plan.



Each local board develops annual work programmes following confirmation of the budget available to them via the annual budget setting process.

Developing our plan

Te whakawhanake i tā mātou mahere

Our plan is comprised of aspirational outcomes, objectives we want to achieve, some general principles to underpin decision-making, and some key initiatives to carry out. To make this happen will take the efforts of many working together.

We have identified these by considering what we know about our community, what you have told us is important, and where we think we can make the biggest difference. The board also gained understanding from key community stakeholders at five Hui in March.

In particular, we:

- reflected on what you have told us over the course of previous consultation exercises;
- sought to update and refresh the previous Kaipātiki Local Board Plan 2014 and considered the wider Auckland Plan;
- reflected on a range of Council strategies and plans such as 'I am Auckland - the children and young people's strategic action plan';
- reflected on past projects and services and what's yet to be completed, and
- looked at future challenges and how we could make our funding work as hard as possible for the community's benefit.

As part of being financially careful, we've deliberately identified key initiatives that work towards multiple outcomes. For example, carrying out the Kaipātiki Network Connections Plan (a plan for cycling and pedestrian paths throughout the area) will have benefits across transport, health and the environment.

Each key initiative is described under the outcome it fits best, but you will find them referred to in multiple places in the draft plan. This approach means that you may need to read the entire plan to understand how each initiative fully contributes to the objectives we want to achieve.

Our principles in action

In preparing the draft plan, the local board took the opportunity to identify some general principles that we propose to apply to all our decision-making.

The principles cover our approach to community development, how we will look after our land and buildings and reducing our impact on the environment. Many of the principles have been woven through the outcomes you'll find in this plan, while others are listed here to give a flavour of our intentions.

We propose to:

- honour the principles of Te Tiriti o Waitangi – The Treaty of Waitangi,
- maintain, protect and enhance the things we collectively own before considering creating new ones,

- manage expenditure carefully and understand the full benefits and costs of decisions over time,
- ensure board capital projects (where appropriate) are well designed to encourage physical activity, active recreation, imaginative play as well as social connection,
- use design principles in buildings and public places that help prevent crime and injury, promote health and sustainability, and accessibility for our older people and people with disability,
- integrate public art into infrastructure projects and in other suitable locations, and
- protect and enhance the Kaipātiki environment.

Carrying out our plan

Te whakatutuki i tā mātou mahere

Resourcing

We want to do what we can to improve our local board area while being realistic that we cannot do everything with finite resources. This means making the most of what we already have, working with others and acknowledging when we do not have the necessary resources to carry something out.

The proposed key initiatives in our plan can be carried out within existing resources, or are provided for in future years of the 2015-2025 10-year budget. By 'existing resources' we mean:

- finances we receive through our revenue sources such as rates and user charges
- our assets such as our community centres and parks,
- council staff who are responsible for delivering our annual work programme
- Auckland Transport Local Board Transport Capital Fund allocation
- our time and energy to represent your views on matters of local importance.

We have a proposal to plan for the revitalisation of the Glenfield Town Centre. Following completion of the planning process we will consider our next steps which could include seeking funding we don't currently have for larger aspects of the revised plan.

In some instances, our role is limited to representing your views on matters of local importance because we do not have the decision-making authority and/or funding to carry it out. When this is the case, we will use our time and energy to influence the relevant decision-maker, ensuring they are aware of your views and our support for them.

Empowering communities

We seek to empower and enable our communities. This means listening to what you want to achieve, directing council resources towards community aspirations and supporting diverse communities to have an input into the things they care about and which matter uniquely to them.

We will prioritise activities that are led by the community, encourage and support people from all walks of life to actively participate in their community, and fully use the talents, insights and contributions of our diverse community. We will work with others to enable our communities to achieve their goals.

Working with Māori

Delivering on Auckland Council's commitment to Māori at a local level is a priority for local boards. The council is committed to meeting its responsibilities under Te Tiriti o Waitangi/the Treaty of Waitangi and its broader statutory obligations to Māori.

As part of this commitment, the Kaipātiki Local Board has brought to the forefront the operating principle that we honour the principles of Te Tiriti o Waitangi – The Treaty of Waitangi and incorporate appropriate tikanga (custom) into board and community events and celebrations.

The board has met with mana whenua and mataawaka to start the discussion on the development and delivery of the plan. We recognise our shared roles as kaitiaki (guardian) of this place and will continue to work with mana whenua representatives on a number of areas.

Outcome: Our people identify Kaipātiki as their papakāinga (place to stand)

Whakaotinga: He papakāinga a Kaipatiki ki tō tātou iwi o reira

Our people have a sense of belonging, are connected to one another and are proud to live in Kaipātiki.

We believe community development is part of everything we do. We want our people to feel connected to the place where they live, and to each other. We're proud of this spirit, which we believe is vital to enjoying a high quality of life in one of the most beautiful parts of Auckland.

Working in partnership

The local board is proud to support a number of community partners to harness the power of people working together towards a common goal. We'll continue to look for opportunities to work in partnership with our communities on what's most important to them.

Places to be proud of

We want to support neighbourhood place-making initiatives that involve local people in shaping local places and promote a sense of belonging, pride and community. We'll support such community initiatives by bringing our residents and council staff together to navigate council processes, considering some funding support to progress initiatives and encouraging our more established community groups to help nurture new groups.

We'll build on the plans we have for Glenfield town centre and continue to improve streetscape and public spaces. We'll also look at ways to support the Glenfield Community Centre in resolving issues with its building.

Northcote has major developments underway led by Panuku Development Auckland (council's own development agency) and the Hobsonville Land Company (the Housing New Zealand Corporation subsidiary). The board will be actively working with all parties in the area to deliver a development that works to integrate both the current and new communities.

In recent times the board has invested heavily in the Birkenhead town centre, including the construction of the viewing platform named Kaimataara ō Wai Manawa, and a number of projects are still being completed.

We will also undertake some improvement projects in our smaller centres such as Birkdale or Totara Vale to support their communities' aspirations.

Taking the lead from our rangatahi

Our rangatahi (young people) are our future. We are privileged to have an active local youth board and plan to work closely with them in their leadership role with our young people. This will help ensure the voice of youth is heard and considered in decision-making.

We value the role of our children's and student panels. The feedback from these school surveys also helps guide the decisions of the local board.

We look forward to seeing the growth and development of our young people through the programmes and services operating from the new Marlborough Park Youth Facility.

Outcome: Our people identify Kaipātiki as their papakāinga (place to stand)	
Objectives	Key initiatives
People are connected to their neighbours and wider community through neighbourhood and place-making initiatives	Enable and expand neighbourhood place-making initiatives - through providing a range of support for local community initiatives
People feel safe in their communities	Support our community partners to succeed - by providing a range of programmes to help them deliver to their communities (see page 27)
Participation in decision-making is encouraged	Develop a local significance and engagement policy to help the board make decisions (see page 24)
We work in partnership with our communities	Enable and expand neighbourhood place-making initiatives – by understanding and reflecting on community preferences in our decision making
Our community has the opportunity to put down roots in Kaipātiki	Work with Panuku Development Auckland, Hobsonville Land Company and other stakeholders to support the Northcote redevelopment to succeed for current and future communities in an integrated way (see page 21)
Our heritage is protected and celebrated	Encourage and support a range of events that celebrates aspects of our diverse community and promotes our identity (see page 27)

Outcome: Our natural environment is protected for future generations to enjoy

Whakaotinga: Kei te tiakina tō tātou taiao hei painga mō ngā uri whakaheke

People can get to and take pleasure in the Kaipātiki coastline, green spaces and waterways. Our community acts as kaitiaki (guardian) of the environment so that future generations can do the same.

Kaipātiki is home to large areas of continuous native vegetation, numerous streams and creeks, bush-clad reserves, and extensive coastline. We want our birds, native wildlife and our iconic kauri trees and other native plants to flourish and grow.

The local board will take care of what we already have, and ensure we have enough open space for our growing population. We want to keep our public land just that, and prevent or reverse any encroachment on it.

Cleaner waterways

We want to improve the quality of our aquatic environment in Kaipātiki. We will start by gaining a better understanding of the current state of our fresh and marine water and deciding on our next steps and priority areas. We know our communities have a huge contribution to make here too, and we'll work with them to encourage our volunteers to contribute and improving public education.

Pest-free future

The new community-led Pest Free Kaipātiki Strategy is our blueprint for enabling birds and other native wildlife to flourish by reducing pest plants and animals.

The local board funded and endorsed the strategy because we believe it is vital to protect local biodiversity. We're proud to play our part in an ongoing partnership with community groups and the wider council organisation to put the strategy into action.

We'll fund pest-free initiatives and public education, and encourage the next generation of environmentalists through engagement with schools and young people. We'll support the Kaipātiki Restoration Network, which initiated the strategy, and existing volunteer groups, as well as encourage new efforts focused on restoration.

Outcome: Our natural environment is protected for future generations to enjoy	
Objectives	Key initiatives
Our parks and reserves are treasured and meet the needs of our growing population	Improve access to reserves, parks and beaches – through initiatives such as better track provision, signage and preventing encroachment onto

	community space by adjacent land owners
Our natural environment, harbours and waterways are protected and enhanced, in partnership with mana whenua and our community, to meet the needs of our growing population	Improve environmental water quality in Kaipātiki - through supporting local initiatives, and working with other decision makers to inform them of our community needs
Our communities are environmentally aware and work together to live sustainably	Support actions under the Pest Free Kaipātiki Strategy – including increasing the levels of collaboration between council, our volunteers and the wider community to eradicate plant and animal pests.

Outcome: Our people are active and healthy

Whakaotinga: He ngangahau he ora tonu ō tātou iwi

It's easy to make healthy lifestyle choices in Kaipātiki.

We want to encourage all members of our community to be physically active, and we understand that one size does not fit all. It's important there are choices, from organised sport requiring purpose-built facilities to informal recreation such as walking, cycling or playing in and on the water.

We're aware that health is wider than just being physically active. That's why we're committed to incorporating the Mental Health Foundation's 'five ways to wellbeing' in our decision-making – connect, take notice, keep learning, give and be active. This means, for example, that we will support both traditional and new forms of play such as nature play in reserves.

Making the most of what we've got

We want to make the most of the things we already have in order to support active and healthy lifestyles.

Where council owned sport and recreation facilities need improvements, the board will try to support and facilitate that work. Where facilities need replacement because they are worn out, the board will look to get replacements funded through the budgeted renewals programme, and will look at where it can use its own funding to add value and deliver a better outcome.

Improving access to sport and recreation facilities

The amalgamation of councils in Auckland highlighted different levels of support for similar facilities across the region based on legacy council approaches. We will continue to work with the governing body on appropriate funding for services across the region. Our area is home to regional facilities like Netball North Harbour and the North Shore Events Centre, both of which attract users from across the north shore and elsewhere in the region. We are seeking greater recognition of this regional role through the budgeting process.

Balancing reserve needs

Our reserves are home to many different types of activity that promote wellbeing. They can serve as quiet places for contemplation and imagination or be humming with the activity of events or children playing.

Building something that caters for a particular activity on a reserve can be a smart investment, but it can also take away from other uses. We need to take a holistic view of how we plan for and use our reserves, so we can make the right decisions for each place. That's why we're proposing to develop a local policy around how we provide such things as play equipment, toilets, seating, sun protection and signs in our reserves. This will then help us develop and maintain our reserves on your behalf.

We will also be taking a firm line with private land owners who encroach onto our reserves. We believe that reserves should be protected for the use and enjoyment of everyone, rather than for private or personal gain.

It's important to us that communities have access to the coastline and waterways, so we'll explore mangrove management and restoration initiatives to enable this.

Providing for walking and cycling

We want to ensure our community can easily access our reserves, schools and urban centres, as well as natural environments like our coastline.

The local board has a plan for cycling and pedestrian paths throughout the area called the Kaipātiki Connections Network Plan, which will improve and extend the over 40km of tracks already in our area. We understand better walking and cycling routes will help connect people to where they need to go and make it easy to be active. We plan to complete our current connections plan projects, and then review our priorities as part of moving on with future projects.

Outcome: Our people are active and healthy	
Objectives	Key initiatives
More people are more active, more often	Improve access to sport and recreation facilities, reserves, parks and beaches – by investing our own funds and advocating for appropriate funding for services across the region'(see page 24)
Our parks and reserves are well equipped with the right facilities, while preserving open space	Develop and start carrying out local policy around what we provide in local reserves
Our parks and reserves provide a balance of activities for all ages and abilities	Encourage and support a range of events that celebrate aspects of our diverse community and promote our identity (see page 24)
Our people have access to where they need to go including schools, town centres, reserves, and our coastline	Carry out the Kaipātiki Connections Network Plan

Outcome: Getting to and around Kaipātiki is easy

Whakaotinga: He māmā te haere atu me te haereere noa i Kaipātiki

Kaipātiki has many transport options, and it's easy to move around and find your way.

We continually hear from our communities that they want to see transport improvements. How easy it is to travel has a big effect on our everyday quality of life. The form of transport we use impacts on many of the other outcomes in this draft plan.

Making better choices

Everyone needs to be able to get around, and how we do this makes a difference to the environment, the economy, our health and congestion levels. We're committed to directing our energies to initiatives that have multiple benefits. That's why when it comes to transport, we have a strong focus on infrastructure for public transport, walking and cycling.

Viable options

Auckland Transport is responsible for making decisions on most transport matters, however we have a role in making sure the voice of our community is heard. We'll make sure Auckland Transport is aware of the need for further improvements in Kaipātiki to make using public transport a better choice for more of our residents.

With the new public transport network starting in 2018, we want to see improved facilities at key public transport sites, so users are able to wait for and change services comfortably and safely. We also want to see better ferry services and ferry fares integrated into the wider public transport fare structure.

We will also be pressing Auckland Transport to review the new network, once it is up and running so that it can be fine-tuned.

Longer term we see rail to the north shore, supported by improved bus services to the stations, as a way to further support people to leave their cars at home.

Walking and cycling focus

We want to encourage more people to walk and cycle on a regular basis for shorter journeys.

During the life of this plan we expect to see a number of walking and cycling projects completed such as Skypath, Seapath and the Northcote Safe Cycle Route. We want to see the value of those investments maximised. We want to see a greater proportion of regional Auckland Transport walking and cycling budgets invested in the Kaipātiki area. We will advocate for a cycleway to connect SeaPath to the new northern motorway corridor cycle path project

We have some budget of our own to spend on transport-related capital works. We'll focus this on infrastructure for public transport as well as walking and cycling to improve access to schools, urban centres and sports facilities. This will be done in line with the Kaipātiki

Connections Network Plan. A recent example is the new track connecting the Birkenhead Town Centre from the top of Hinemoa Street through to the existing network of tracks in Le Roys Bush. We'll continue working with our community partners and Auckland Transport to carry out the connections plan.

While our focus is on public transport, walking, and cycling, we understand some journeys are not practical unless travelled by private car. In this instance our priority will be encouraging multi-person car use and some small scale road safety projects.

Outcome: Getting to and around Kaipātiki is easy	
Objectives	Key initiatives
More people choose to take public transport, walk or cycle to get to work, school or go about their daily lives	Spend more of our board transport budget on public transport, walking, and cycling infrastructure in Kaipātiki.
Our public transport network is affordable, accessible, reliable and efficient – connecting our people to where they need to go	Advocate to Auckland Transport to continue to deliver public transport improvements in Kaipatiki
Our roads are well maintained and, where possible, prioritise cycling and pedestrian connections, buses, and multi-person car use	Spend more of our board transport budget on public transport, walking, and cycling infrastructure in Kaipātiki.
The Kaipātiki Connections Network Plan delivers walking and cycling links through the local board area	Carry out the Kaipātiki Connections Network Plan (see page 16)

Outcome: Our urban centres are vibrant

Whakaotinga: He wāhi hihiri te pokapū tāone

Our villages, town centres and business areas provide local employment and bring people together.

Strengthening Glenfield town centre

We will continue to work on Glenfield town centre by reviewing and updating current plans, and by advocating to the governing body for funding centre improvements. This may include improvements to the streetscape and public places, and will mean working with Auckland Transport to improve how Glenfield Road works along its length. We also intend to look at ways to support the Glenfield Community Centre to resolve its building issues.

Investment for Northcote

Significant investment is going into redeveloping the Northcote town centre and the surrounding residential area. We intend to work with all relevant parties, including Panuku Development Auckland, and the developer Hobsonville Land Company. Working together will make sure this transformation successfully delivers high quality urban design and community outcomes.

Improved community facilities, such as the Northcote library, and open spaces which are fit for purpose and better meet local needs, are high on our agenda. The proposed greenway will also provide open space and easy connection for those living locally to the centre.

We know infrastructure improvements are required to enable the planned future development, particularly housing. We will make sure the various decision makers understand the importance of their timely delivery.

Enabling the Kaipātiki economy to succeed

Making it easier for local businesses to succeed in Kaipātiki is important to us. We want to do what we can to influence this, starting by better understanding how our investments in public places make a difference. This will help us to ensure that these factors are taken into account as part of our future decision-making.

The local board is concerned about business compliance costs and a lack of easy access to information, particularly for our migrant business community. We'll continue to raise these concerns with the relevant parties. We'll also champion the need to roll out ultrafast broadband across the entire Kaipātiki area.

We will continue to support our Business Improvement Districts (BIDs) to succeed.

We will also work to see how Wairau Valley and our other business areas can provide our community with the opportunity to work locally.

We will support the use of social procurement policies for council projects so that the use of local businesses and the provision of apprenticeships for our youth are factors

considered when contracts are awarded. We want to help our youth to be work ready to take advantage of these opportunities.

Supporting safer and more vibrant places

Feeling safe is paramount to enjoying what our urban centres have to offer, so we'll look at issues associated with traffic and other safety perceptions to see where we can make a difference.

Design can go a long way to preventing crime and injury, along with encouraging physical activity and accessibility for those in the community with mobility challenges. We'll ensure any future investment we make in our town centres incorporates these principles, and will encourage others to do the same.

Being able to get to and around our urban centres on foot is also important to this outcome as it will encourage people to use local businesses, rather than travel further afield.

Our support for local events also helps make our centres vibrant and helps support local business.

Outcome: Our urban centres are vibrant	
Objectives	Key initiatives
Glenfield town centre is strengthened as a retail hub with an increased sense of place	Plan the revitalisation of Glenfield town centre
Northcote town centre builds its identity as a vibrant, multicultural hub and connects to the adjoining community	Work with Panuku Development Auckland, Hobsonville Land Company and other stakeholders to support the Northcote redevelopment as an integrated community that will succeed for both the current and future community
Birkenhead town centre continues to meet local and visitor needs	Enable the Kaipātiki economy to succeed – support for the BID, support for events, carry out the Kaipātiki Network Connections Plan and advocate for improved public transport
Our village centres such as Beach Haven and small local precincts are enhanced	Enable the Kaipātiki economy to succeed – implement small infrastructure improvements, support for place-making initiatives, carry out the Kaipātiki Network Connections Plan and advocate for improved public transport
The Wairau Valley and our	Enable the Kaipātiki economy to succeed -

other business areas provide our community with the opportunity to work locally	implement small infrastructure improvements, support for place-making initiatives, carry out the Kaipātiki Network Connections Plan and advocate for improved public transport
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Outcome: Our community facilities and infrastructure is high quality and well managed

Whakaotinga: He rangatira, he tōtika te arataki i ō tātou urunga hapori me ōna kaupapa whakahaere

We feel fortunate to be home to many great community facilities, so we want to ensure they're well looked after and continue to meet community needs.

Kaipātiki has libraries in Northcote, Glenfield and Birkenhead. For swimming and other exercise, people can choose from four active recreation facilities in Glenfield, Birkenhead, and Beach Haven. We also have a wide range of other community infrastructure such as our 61 children's playgrounds, community houses, centres and the Northart Gallery.

Our facilities are all important and valuable to the community. We take our responsibility for maintaining and operating them seriously, so implementing effective maintenance and renewals programmes is important to us and an area where we continually try to lift performance.

Improving access to sport and recreation facilities

Although council has a number of sport and recreation facilities, we are also facing the challenge that many of our facilities are at, or near to capacity. We want to work with other facility owners such as schools and sports clubs to improve community access. We believe it will create better outcomes for both the community and the facility owner if we can support some public access to otherwise unavailable facilities.

Smarter engagement

People want to feel they can play an active role when the local board makes decisions.

We regularly hear from certain parts of our community but not others. We need to ensure we reflect our area's diversity by engaging in an inclusive way to hear from all our people.

We propose to develop a local policy around how we connect with you in the best ways (for example, by increasing the use of social media) and at the best times for different types of projects. We hope this will encourage you to give us input on things like project budgets, prioritising spending and the trade-offs we face when making decisions.

Understanding what's important

To keep people using our facilities, we understand they need to be welcoming and offer activities and services relevant to people's needs and interests. At times this may mean exploring changes to what activities a facility has historically offered. We want our facilities to make a positive contribution to community life, and be associated not only with the particular service they deliver, but also with enjoyment and social connection for our community.

Through our local significance and engagement policy, decisions we make about facilities will be informed by what you've told us is important to you.

Community facilities in the Northcote town centre

The development in Northcote is likely to provide an opportunity to develop a new community facility that delivers the services delivered in the current library and by our partners (namely Northart and Raeburn House) in the Norman King building.. We want to ensure the community is heavily involved in discussing what such a facility would look like and deliver. This way we believe we will create a social and cultural taonga (treasure) for our tamariki (children) and mokopuna (grandchildren) to enjoy.

Outcome: Our community facilities and assets are high quality and well managed	
Objectives	Key initiatives
Our pools and leisure facilities are well designed and maintained to a high standard, while being accessible and affordable to our community	Develop a local significance and engagement policy to help the board make decisions
Our libraries meet the needs of our people through their role as community hubs	Work with Panuku Development Auckland, Hobsonville Land Company and other stakeholders to support the Northcote redevelopment to succeed for both the current and future community
Our playing surfaces, sports fields and recreational facilities are accessible, well maintained, open to the public, high quality for all standards of play and sufficient for our recreational needs	Improve access to sport and recreation facilities, reserves, parks and beaches - – by investing our own funds and advocating for appropriate funding for services across the region.

Outcome: Services are well managed and meet community needs

Whakaotinga: He tōtika te arataki i ngā ratonga kia eke ai ngā hiahia o te hapori

Residents are able to benefit from relevant and high-quality community services and events.

The local board is serious about investment in community services, such as the delivery of community development programmes, events and other activities. We want to make sure our investment is having the biggest impact it can on making Kaipātiki a great place to live for all our residents.

Community partners

The local board has many community partners, such as the Kaipātiki Community Facilities Trust, the Kaipātiki Restoration Network, community houses and centres and Northart. We also grant funds to a number of other organisations.

We'll support our community partners to succeed so they can focus on what they do best – working with and for our communities.

We'll start by being clear about what we're funding, and we will provide funding appropriate to the levels of service we expect.

We'll also continue to fund management and governance training to help ensure our partners have both the capacity and capability to carry out their work on our community's behalf.

We propose to make some funding available to our community partners for a 360-degree review. A review will give all parties a chance to 'step back' from day to day challenges and give their views on what's working well and what needs improvement. This will help our community partners to evolve and continue to meet community need.

Our partners find it easier to provide services that meet community needs when they work from fit-for-purpose facilities. We'll continue working with all involved to ensure these facilities are well maintained and future-proofed for growth.

Libraries as hubs

Our libraries do a great job at bringing people together and acting as community hubs. How they are used is changing and they are no longer just quiet hallowed halls where you go to borrow books. They are as important these days for their role in providing spaces for study, community programmes and as a venue for groups learning and discussing a wide range of topics. We'll keep this top of mind in any redevelopment or town centre planning projects, and will make others aware of it too.

Local events

You've consistently told us you want free, local community events. We'll continue supporting a wide range of events, working with partners to ensure they are inclusive and relevant. We'll also use these events to promote and celebrate our area's identity.

To reflect the Kaipātiki commitment to sustainability, the local board will consider new events with a focus on sustainable living and those that promote ongoing learning and help connect community members.

Outcome: Services are well managed and meet community needs	
Objectives	Key initiatives
Our network of community houses and centres provides meaningful and targeted opportunities for communities to connect	Support our community partners to succeed – by providing operational funding together with management and governance training support to enable them to deliver the programmes wanted by the local community
Local community organisations are well supported, resourced and empowered to deliver to our communities	Support our community partners to succeed – by continuing to work with the governing body on appropriate funding for services across the region
Our communities celebrate events, the arts, heritage and culture through programmes, arts space and integrated public art	Encourage and support a range of events that celebrate aspects of our diverse community and promote our identity

Financial information

He kōrero take pūtea

This purpose of this section is to provide a financial overview of the Kaipātiki Local Board.

Based on our existing budgets, we believe we can deliver the key initiatives in our draft plan without reducing our existing levels of service or increasing our local revenue sources (such as local targeted rates and fees and charges).

The governing body will be adopting council's 2018-2028 10-year budget in June 2018. It is important to note that this could change the funding for local boards, including projects that are currently provided for in the 2015-2025 10-year budget.

Local activities and levels of service

Local board responsibilities, provided for directly in legislation or allocated to boards, are summarised into local activities. These are described in the table below, along with levels of service statements.

More information regarding of levels of services, including performance measures and performance targets, can be found in the Kaipātiki Local Board Agreement 2016/2017. This is available on the Auckland Council website.

Local activities	Levels of service statements
<p>Local parks, sport and recreation</p> <p>This group of activities covers the management and provision of local parks and open space and recreation activities for both passive and active recreation. It includes swimming pools and leisure centres servicing communities in the local area.</p>	<p>Provide a range of recreational opportunities catering for community needs on local parks, reserves and beaches</p> <p>Provide sports fields that are fit for purpose and cater for community needs</p> <p>Provide programmes and facilities that ensure more Aucklanders are more active more often</p>
<p>Local community services</p> <p>This group of activities contribute to improved community outcomes by providing places and spaces for community to learn and recreate, and by integrating arts and culture into the everyday lives of Aucklanders. Key activities include locally delivered</p>	<p>Provide safe, accessible, welcoming library facilities that support the delivery of quality learning programmes and services relevant to local communities.</p> <p>Enable Aucklanders and communities to express themselves and improve their wellbeing through customer centric advice, funding, facilitation and permitting</p>

<p>Libraries & Information (Libraries) and Community Development, Arts and Culture services.</p>	<p>Deliver a variety of events, programmes and projects that improve safety, connect Aucklanders and engage them in their city and communities</p> <p>Provide safe, reliable and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities</p>
<p>Local planning and development</p> <p>This group of activities covers local business area planning, local street environment and town centres and local environment and heritage protection. These activities include economic, environmental, heritage and spatial projects, and enable, plan for and deliver great local places.</p>	<p>Develop local business precincts and town centres as great places to do business</p>
<p>Local environmental management</p> <p>This group of activities covers working in partnership with locally based communities and iwi to deliver enhanced environmental outcomes (with a focus in indigenous biodiversity, healthy waterways and sustainable living) that contribute to Māori, community wellbeing and economy.</p>	<p>Provide leadership & support to protect and conserve the region's natural environment, historic heritage and Māori cultural heritage</p>
<p>Local governance</p> <p>This group of activities covers support to local boards such as strategic advice, preparation of local board plans, development of local board agreements, community engagement</p>	<p>The measures for this group of activities are covered under the Regional Governance group of activities in the Long-term Plan 2015-2025 where the survey measures determine participation with Auckland Council decision-making in general. This includes local decision-making. There are no</p>

including relationships with mana whenua and Māori communities, democracy and administration support, and professional development for elected members.	significant changes to the measures or targets for 2016/2017.
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Financial overview

Income, expenditure and capital investment by local activities for the period 2015 to 2018.

Annual Plan Financials	2015/16 (\$000s)	2016/17 (\$000s)	2017/18 (\$000s)
Operating revenue			
Local community services	412	378	387
Local parks, sport and recreation	6,150	5,525	5,854
Local planning and development			
Local environment services			
Total operating revenue	6,562	5,903	6,241
Operating expenditure			
Local community services	5,261	5,387	5,542
Local governance	1,088	1,080	1,124
Local parks, sport and recreation	9,945	9,344	10,057
Local planning and development	862	754	992
Local environment services	152	101	91
Total operating expenditure	17,308	16,666	17,806
Net operating expenditure	10,746	10,763	11,565
Capital expenditure			
Local community services	1,115	947	1,372
Local governance			
Local parks, sport and recreation	2,454	4,312	13,689
Local planning and development	2,850	2,198	-
Local environment services			
Total capital expenditure	6,419	7,458	15,061

Funding Impact Statement

Financial year ending 30 June	2016/17 (\$000s)
Sources of operating funding	
General rates, UAGCs, rates penalties	13,217
Targeted rates	307
Subsidies and grants for operating purposes	894
Fees and charges	4,675
Local authorities fuel tax, fines, infringement fees and other receipts	335
Total operating funding	19,428
Applications of operating funding	
Payment to staff and suppliers	15,065
Finance costs	1,424
Internal charges and overheads applied	2,862
Other operating funding applications	-
Total applications of operating funding	19,351
Surplus (deficit) of operating funding	77
Sources of capital funding	
Subsidies and grants for capital expenditure	-
Development and financial contributions	-
Increase (decrease) in debt	7,381
Gross proceeds from sale of assets	-
Lump sum contributions	-
Other dedicated capital funding	-
Total sources of capital funding	7,381

Application of capital funding	
Capital expenditure	
- to meet additional demand	1,334
- to improve the level of service	2,740
- to replace existing assets	3,384
Increase (decrease) in reserves	-
Increase (decrease) in investments	-
Total applications of capital funding	7,458
Surplus (deficit) of capital funding	
	(77)
Funding balance	
	0

Your Kaipātiki Local Board members

Ngā Mema o tō Poari ā-Rohe o Kaipātiki

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