



Newlands Community Strategy 2011-2020

A 20-point plan to revitalise the greater Newlands area over the next decade.





Contents

Executive Summary	2
Introduction.....	3
Background.....	3
The Precursor	4
Power and Responsibility	4
Gaining a Mandate	4
Community Projects	5
Methodology	6
Surveying	6
Analysis.....	6
Development	7
Implementation.....	7
Projects	8
Mission	8
Top Twenty List.....	8
Project Management.....	8
About the Author.....	9
Appendices	10
Appendix A: Project List.....	10
Appendix B: Benefits and Costs Metric	12
Appendix C: Cost Benefit Analysis	13
Appendix D: Structure	14
Appendix E: Timeline	15
Appendix F: Framework.....	16

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



Executive Summary

This document outlines a strategic plan covering the community development of Newlands, Paparangi and Woodridge over the next ten years. It is the product of six months of work from a team of people with the Newlands Paparangi Progressive Association with the support of the Grenada Village Community Association.

Residents' associations sometimes struggle to achieve sustainable outcomes for their communities due to a lack of direction, understanding or communication between the community, residents' association and local authority. What achievements are made often come from agitation and lobbying, rather than *bona fide* community development work.

The NPPA adopted a strategy in 2000 that included 20 projects of importance to the greater Newlands community. In 2010 a review showed that 17 of the 20 had been completed. The committee, buoyed by the fact they had evidence that their work over the decade had been fruitful, adopted to undertake a major survey with the aim of adopting a new ten-year plan.

Nowadays both government, business and funders demand a high degree of evidence before resources will be directed into a project. With this in mind the NPPA conducted a survey of all the households in Newlands, Paparangi, Woodridge and Grenada Village. The survey provided an opportunity for residents to suggest what they would like to see happen over the next ten years. The survey data was robustly analysed and a 'Top Twenty' list of projects resulted. These projects in turn were quantified using a cost/benefit metric to ensure they were valid and worthwhile.

To ensure the projects are undertaken to a high standard, with the burden spread evenly across many people, a structure was conceived that sees four 'Project Champions' assisted by a 'Mentor' oversee the four project portfolios (Built Environment, Services, Recreation/Culture, Strategic). These Project Champions will meet regularly and support the people managing each of the 20 projects (Project Leaders). The NPPA Committee will adopt a governance role and will liaise with Volunteer Wellington and funding bodies.

Each project has been developed to follow community development best-practice. This includes a focus on utilising social capital, engaging volunteers, using existing community resources and organisations (i.e. not re-inventing the wheel), adopting a future focus, and prioritising sustainability. The outcome will be a healthier, more socially active community who's individuals participate more in local democracy, volunteering outside the home, and take responsibility for shared community outcomes.

Ultimately this venture will enhance the sense of place that residents experience, will improve the NPPA's standing within the community, and will instil a sense of pride amongst all the people who live in the area because they – the community – have acted to improve their lot.

Special thanks must be given to the Project Champions: Gary Roberts, JP; Christine Davies; Gareth Morgan and Jim Candiliotis. Thanks also go to the NPPA Committee for their vision, the people of Newlands, Paparangi and Woodridge for their ideas, and Bruce Patterson from the Grenada Village Community Association for his support.

Introduction

Before setting out on a ten-year journey with all the work that this entails it is beneficial to understand the place of the Newlands Paparangi Progressive Association (NPPA) both in the community and wider societal contexts, and to have a clear idea as to where we are all headed together.

This ten-year strategy is a key document which will guide the organisation toward establishing a strong mandate to act for and on behalf of the greater Newlands community.

Background

The best guess estimate is that there are around 1,500 residents' associations in this country¹, each with an independent vision and varying levels of skill and resources.

Overall they represent a sector that is well-regarded amongst elected Council representatives who view them as very important to society in general and democracy in particular². One would also expect that the residents themselves feel such groups are important, for there is evidence that in times of need the community will draw together with their local residents' association³.

Residents' associations are a mystery to many people. Largely undefined, their purpose in New Zealand society ranges from single issue campaigns (e.g. the Kapiti Expressway) to focused internal community development; from advocacy to charity.

Because the concept of a residents' association is so broad and ill-defined the first challenge for any such group is to create for itself a point of difference. This could be in the form of a set of ideals and values, a brand, a physical presence, community activities, or a mixture of the above.

Purposes and Activities of Residents' Associations

- Promoting the interest of local people
- Undertaking work to improve or protect community environment
- Promote the interests of a demographic
- Civil society (countering State activities)
- As a platform for political activity
- Protecting/promoting a sense of place
- Maintaining transparency and accountability
- Community/local knowledge

"I'm a great believer that any tool that enhances communication has profound effects in terms of how people can learn from each other, and how they can achieve the kind of freedoms that they're interested in."

Bill Gates

¹ Source: National Residents Association Database www.residents.org.nz.

² MacLeod et al., (2010), *National Survey of Elected Local Government Officials*. Published online at www.councilwatch.org.nz.

³ Hasse, J. C., (2001), *Stakeholder Perceptions Of Tourism Development In Marahau/New Zealand: A Role For Participatory Approaches And GIS*, Thesis, Victoria University of Wellington, Wellington: New Zealand.

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



The Precursor

Ten years ago the NPPA ran a survey to find what residents wanted in the area⁴. This formed the NPPA's strategy to help develop Newlands/ Paparangi / Woodridge into an excellent place to live.

Some of the things it has helped occur – or been directly involved in – over the past decade include the new skateboard park, several children's playgrounds, a heritage walkway, bus shelters at all stops where possible and the \$3M Newlands Community Centre.

Power and Responsibility

The constitution of the NPPA is broad in its purposes, of which there are three:

- I. To promote, develop and improve the services and facilities for the District residents;
- II. To represent the District residents' views to the appropriate authorities, and;
- III. To undertake such social and fundraising activities as the Association may consider desirable.

According to the constitution the NPPA has tasked itself with a community development role alongside one of advocacy. Whilst the organisation currently fulfils its constitutional objectives very well, it is questionable whether it acts with a clearly-defined mandate.

The NPPA has a responsibility to the community because at times it claims to act in their best interest, which in turn gives it power when negotiating with external agencies (such as the Council or a business interest). External agents do not know the community as well as the NPPA, so they don't "know" how much of a mandate it holds. Therefore, they treat the residents' association with caution – but only up to a point. Some times they might "call the bluff" but in general not knowing how much influence they actually have in the community gives the NPPA power to an extent.

In all honesty the NPPA has a very slim idea about how much the community would support it. Over the past few years it has done a poor job of liaising and networking with key community organisations, relying instead on the activities of prominent individuals. There is a clear and present danger that – without a clearly defined mandate – the NPPA might enter into a battle of wills with an government agency or local authority and the community will not rally to support it.

"As human beings, our greatness lies not so much in being able to remake the world ... as in being able to remake ourselves."

Mahatma Gandhi

Gaining a Mandate

A mandate is in part an emergent property – often it becomes apparent only when it is needed to be shown. So how can the NPPA be sure it has a mandate? The answer lies in the activities it undertakes as an

⁴ Source: Minutes of the Newlands Paparangi Progressive Association

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



organisation in the community. This is very much a chicken-and-egg situation, as shown in the diagram here. Let us imagine the NPPA were to push for a new indoor recreation centre next to the existing community centre: it would have to –

- a) First identify a genuine need within the community to construct such a facility;
- b) Advocate that need to the Wellington City Council;
- c) If they turned it down the NPPA would have to bring some pressure to bear along with the vocal support of the community;
- d) In return the community would show their appreciation of the work it did on their behalf;
- e) That work would need to continue to ensure the NPPA stayed in touch with the community's desires and retained their support;
- f) Which takes us back to the start, where genuine community needs must be identified.



Being a cyclic process the NPPA cannot sit back after a big win and expect the community to continue in its support. Such victories bring kudos only for a short amount of time – ratepayers need to see their residents' association active in the community on a regular basis otherwise the group will slip from their awareness.

Having a strategic plan that consists of a number of long-term projects is an excellent way to engage with the community. Such engagement leads to a high level of recognition and appreciation, which in turn provides the NPPA with a clear mandate.

Community Projects

Projects or activities that engage the community have a number of important benefits:

1. Providing a common vision for like-minded people to come together;
2. Providing a needed facility or service for the common good;
3. Providing an 'excuse' to use networks and contacts, and to bring people and organisations on-board;
4. Creating social capital;
5. Building community resilience.

Each community project should be assessed on the factors above to estimate the level of contribution to community development before any thought be given to cost or resourcing. To enable a strong community development programme to flourish it is important to start with projects that have a high level of contribution before considering financial or other external implications. This is because community projects depend upon a number of goodwill factors: volunteer time, donations of equipment, people's intellectual property, high levels of social capital, and so on.

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



Whilst it might be tempting to choose a 'less expensive' project over one that costs a lot of money, it is important to consider that the financially expensive route might also deliver greater community benefits both in the development and execution of the project.

Methodology

Surveying

The first step in the process was to establish a list of goals and aspirations of the people who live in the community. NPPA achieved this by distributing a survey instrument to every household in the Newlands, Paparangi, Woodridge and Grenada Village suburbs.

The survey instrument included a brief outline of the project and reasons to participate along with contact details of the two associations and website URLs if people wanted to seek further information. It asked four things:

1. Name up to three things you think should be built in the area
2. Name up to three services you think should be provided in the area
3. What recreational facilities should the greater Newlands area have?
4. What else would you like to happen in the area in the next 10 years?

Residents had three weeks to make a submission either by posting the form, dropping it off in one many collection boxes distributed through the area or completing the form online.

Analysis

Each suggestion was recorded when it arrived (total 679) and then categorised into broad groups (total 149). A list of these basic projects was provided to a panel of five people: three local, and two from outside the area. Each panellist voted for their top twenty picks. A raw score was apportioned to each suggestion by multiplying the number of times it was suggested in the survey by the number of votes received from the panel.

The list was further refined using the following rules:

- a. if it was not constitutionally able to be undertaken by the NPPA then it was vetoed from the list;
- b. if the item already existed, or was due to happen within the next year (e.g. supermarket) then it was vetoed from the list;
- c. if the item was obviously unachievable or highly undesirable to the community then it was vetoed from the list;
- d. if the item was a priority for the NPPA or a special project that would be led by an NPPA committee member then it was given prominence;
- e. if the item fitted into 'business as usual' for the NPPA (such as ongoing road repairs) then it was vetoed from the list.

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



The final list was distributed among the members of the NPPA committee as a final check, however there were no further changes made (Appendix A).

Development

Further work was undertaken to bring the Top Twenty list into an acceptable state of preparedness for project management; this involved applying a metric to each individual project to ascertain the benefits it would bring to the community and the cost the community would need to bear in return (Appendix B). The result of this is a quantification of community's desires expressed as a cost/benefit ratio (Appendix C).

"The highest manifestation of life consists in this: that a being governs its own actions. A thing which is always subject to the direction of another is somewhat of a dead thing."

St. Thomas Aquinas

Implementation

In community development the 'how' is equally as – if not more – important than the 'what'. In recognition of this a structure was created that took into account the realities of community projects. In particular the following considerations were taken into account:

- a. Financial resources are not guaranteed → Focus should be placed on social capital
- b. Human resources are untrained but enthusiastic → Focus must be on volunteer management
- c. Time is plentiful but community support is vital → Focus must be on achieving milestones
- d. Sense of community is dwarfed by other pressures → Focus needs to be on communication

Taking these into account a structure has been developed that maximises the potential of human capital, follows best-practice principals of volunteerism, is set up to achieve small successes quickly and regularly, and utilises the power of networking of communities (Appendix D).

The structure begins with a classic governance/operational split whereby the NPPA committee devolves responsibility of the management of projects to a small team of 'Project Champions'. Each Project Champion manages a portfolio of five projects, divided into the following categories:

- i. Built Environment
- ii. Services
- iii. Recreation & Culture
- iv. Strategic

The Project Champion Team (PCT) also includes a Mentor who's role is to support and assist the Champions in their role. In return, the Champions support and assist the people undertaking the projects. In this way the pressures and responsibilities are shared across a broad number of individuals so no one person will be required to bear a significant burden of responsibility or commit large amounts of time.

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



Building redundancy into the structure will require a larger-than-usual amount of human resources, but human resource is something a community has plenty of in the form of volunteers. To assist with this the NPPA will form a partnership with Volunteer Wellington. Volunteer Wellington will provide essential advice on the use of volunteers over the 20 projects and in addition will act as the NPPA's vetting and referral service.

Having a large number of people all contributing a small amount of time means an exponentially larger network is formed. This network is the basis of accessing social capital: a quicker, more sustainable and more responsible way of achieving community outcomes than the direct use of financial capital.

The outcome of this process is a community that is better networked, accesses greater levels of social capital, is both economically and socially better off, and ultimately has a greater level of sustainability. This strategy will not only see benefits for current residents, but long-term benefits for their children and grandchildren and Wellington Region as a whole.

Projects

Mission

The NPPA aims to inspire and motivate local residents to act locally and in the process improve the way of life in the community, create a sustainable future, live responsibly and enjoy the benefits of residing in one of the most progressive areas of the Wellington Region.

Top Twenty List

The 'Top Twenty List' concept is both simple to grasp and manageable. Twenty projects in ten years can be easily achieved by a whole community if the right management processes are put in place. This number can be broken down into smaller chunks (portfolios) and divvied up amongst enthusiastic community leaders (Project Champions).

The NPPA has undertaken a robust process to identify and select projects that will improve the lives of everyone in the community in some way or other, that can be used as the basis for community development work, and that are achievable either by the community or in partnership with central or local government.

Project Management

Community projects are managed differently from those in business for a number of reasons. These include the reduced emphasis on financial capital, use of volunteer labour, no shareholders but a large group of stakeholders, and a radically different market environment.

Thus, community project management must take these and many more factors into account. In this case, the proposed method involves a clear governance/operational split with a project team reporting to the NPPA Committee on a month-by-month basis.

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



The project team consists of four Project Champions (one for each portfolio: Built Environment, Services, Recreation and Culture, Strategic) and a Mentor. The Champions are responsible for five projects each, and will focus on achieving milestones for each project as per an agreed strategic timeline.

The Mentor will focus on the coordination of the Project Champions, provide advice, administrative assistance and moral support, help with reporting to the NPPA Committee, and source necessary resources.

Each of the 20 projects will have a Project Manager – a keen volunteer who lives in the community, who is willing to ‘own’ the project. Some projects require only a watching brief, some are quite complex and costly. Each of the projects will have their own timeline: not all will be started or finished at the same time. Therefore resources – especially volunteers – can be apportioned in a sustainable manner.

The NPPA Committee will report back to the community at least once a year (at their AGM) and at any other time that a significant milestone is achieved. A regular weekly progress report for current projects will be made available via the www.newlands.org.nz website.

Projects with Project Leaders already in place (and therefore ready to begin development immediately) include:

- Community Radio Station
- Civil defence
- Park and Ride
- Outdoor Family Recreation Area
- Community Board

The framework that will be used in the strategy is called the Viable Systems Model (Appendix F). Using this enables the NPPA to more easily manage the projects on a scaled (recursive) basis. In other words rather than requiring a complete overview of the entire system, each layer (Governance – NPPA, Planning – Project Champions Team, Operations – Project Leaders) exists and operates within its own system, mimicking the systems above and below it and ensuring that at all levels the proper processes are being carried out to attain success.

About the Author

Jarrold Coburn has been involved with the NPPA since his time as a Senior Community Advisor at Wellington City Council in 2006. He’s currently completing a Masters of Management Studies degree at Victoria University; his thesis will provide a much-needed definition of residents’ associations.

Jarrold has spoken at conferences both at home and overseas on issues of community resilience and is the former Executive Director of the New Zealand Resilience Trust. He balances his time between local community activities, serving as a Trustee on the Draco Foundation Charitable Trust, and as a Director of a risk and management consultancy business.

Appendices

Appendix A: Project List

Access to Belmont Regional Park

Access to the park to enable locals and tourists to walk or cycle from Ngauranga Gorge to Belmont, via Newlands, enjoying the scenic views of Wellington Harbour in the process.

Beautify entrances/area

A long-term project that will first seek to create a smart impression when people enter Newlands/Paparangi from either the Centennial Highway or Helston Road. Further work could include supporting the planting of natives, upgrading signage, advocating for the improvement of footpaths and roading, etc.

Better community info

Improved information centres at the entrance of Newlands/Paparangi and at Newlands Mall, continued development of the www.Newlands.org.nz website, community newsletter.

Civil defence

Establishment of a community-owned and operated emergency preparedness group who's sole focus will be raising community awareness and training local people to respond to a disaster.

Community Board

The establishment of a Community Board for the wider area (in partnership with Johnsonville Progressive Association).

Community gardens/orchards

Increasing the community's sustainability by growing produce using public and private land and sharing the proceeds with all residents.

Community radio station

A medium-term project that will see a radio station eventually broadcasting to the entire Northern Ward. Its primary purposes will be to inform the local residents, promote community groups and activities, and be a catalyst for preserving oral history.

Crime prevention measures

Active support of groups such as Neighbourhood Support and Community Patrol. Closer liaison with Police, perhaps a push to establishing a community policing centre in Newlands Mall once the area has been redeveloped (similar to the one in Tawa Community Centre).

Farmer's market

A long-term project that would link closely with the Community Gardens/Orchard project and provide a place for local residents to meet once in a while and swap produce and stories.

Improve bus stops

A focus on improving bus stops in the area. This was a bone of contention with many residents and the NPPA sees it as a part of its commitment to promoting use of public transport.

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



Improve fire station

A supporting role that demonstrates to our local Volunteer Fire Brigade a commitment to keeping them in the area, and well-resourced. This could include assisting with fundraising, advocacy, or promotion for a new fire station.

Improve Newlands Mall

Maintaining a watching brief on developments at Newlands Mall, ensuring that the local communities are appropriately consulted and their views are represented.

Improved cycle/walking tracks

Upgrading the infrastructure and signage of the network of walking and cycling tracks within the greater Newlands area.

Improved road access (Grenada/Petone)

Maintaining a watching brief on the proposed link road between Grenada (North) and Petone.

Indoor recreation facility

Advocating for- and assisting with funding and advice on Phase Two of the Newlands Community Centre: a large multipurpose indoor space suitable for recreation or cultural events.

More community events

Actively encouraging and assisting local organisations to undertake events in the community. These could range from festivals to street parties; family picnics to musical performances.

Newlands railway station

Initially undertaking a feasibility study to assess whether a railway station could be placed in the Tawa Flat No. 2 tunnel that would link Newlands to the Main Trunk Line. A long-term project.

Outdoor family recreation area

Working in partnership with Wellington City Council and local organisations to develop the open space area around the Newlands Skate Park into a recreational space for families to gather. Area could include a mountain bike track around the perimeter, gas barbeques, sheltered seating, landscaping, and a dell for small outdoor performances.

Park and Ride

Examination of the feasibility of either a central park-and-ride area, or smaller satellite park-and-ride areas further from the centre of Newlands. This portfolio will also have a focus on improving uptake of public transport by local residents.

Promotion of area

General promotion of Newlands/Paparangi/Woodridge as a great place to live and bring up children. An economic focus of attracting business to the area. Internal promotion of the services provided by local organisations and the achievements of local people.

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



Appendix B: Benefits and Costs Metric

Visionary	<i>Appealing to many</i>	The project will 'capture' the imagination of the majority of local residents
	<i>Simple to grasp</i>	95% of the population will understand the basic nature of the project and what it will achieve
	<i>Media-worthy</i>	A number of angles exist that local media will pick up on
	<i>Common good</i>	The project benefits all local residents in some way
Need	<i>High demand</i>	Evidence exists that there is a high demand for the outcome of the project
	<i>No suitable alternative</i>	There are no local alternatives to the project outcome currently accessible by residents
	<i>Will fill need</i>	Undertaking this project will fill an identified need
	<i>Accessible to many</i>	A majority of local people will have unfettered access to the outcome of the project
Networking	<i>Big variety of organisations</i>	Many and varied sectors will be directly involved in this project
	<i>Sectors not normally involved</i>	Key groups, organisations, agencies or sectors who are not normally involved in local community governance will be engaged
	<i>Many people participating</i>	The project or outcome will directly- and indirectly involve greater than 1% of the local population
	<i>Central role for Residents Assoc.</i>	The local residents' association will play a key role in the project
Social Capital	<i>Use of volunteer labour</i>	Volunteers from the community are used for the project
	<i>Need support from community</i>	The project team need to turn to the community at large for support
	<i>End result will provide S.C.</i>	Social Capital (improved social cooperation and social relationships) is an outcome or side-effect of the project
	<i>Unsecured funding</i>	The project team will be required to seek funding either within- or outside of the community
Resilience	<i>Community competence</i>	Contributes to an increased skill level in the community
	<i>Social capital</i>	Social Capital (above) scores 3 or more
	<i>Equality</i>	Project promotes or improves equality
	<i>Information sharing</i>	The project is a trusted source of information or assists in information dissemination
Sustainable	<i>50%+ sourced locally</i>	At least half of all resources used in the project will be sourced from within the community
	<i>Zero externalities</i>	There is no discernable possibility of unmitigated damage to the social structure or environment of the community
	<i>Self-funding</i>	The project will eventually fund itself, guaranteed ongoing funding is available, or the project has no ongoing financial cost
	<i>Environmentally friendly</i>	The project contributes to or promotes environmental best practice
Cost	<i>Monetary</i>	0=no financial cost; 1=<\$10K; 2=\$10K-50K; 3=\$50-100K; 4=\$100K+
	<i>Voluntary</i>	0=no volunteer time; 1=<500hrs; 2=500-1,500hrs; 3=1,500-10,000hrs; 4=10,000hrs+
	<i>Loaned/donated items</i>	0=none; 1=Loaned equipment; 2=Donated small items; 3=Loaned major/heavy equipment; 4=Loaned/donated specialised equipment
	<i>Intellectual property</i>	0=none; 1=General knowledge; 2=Generic system/advice; 3=Specific system/advice; 4=Proprietary systems/equipment

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



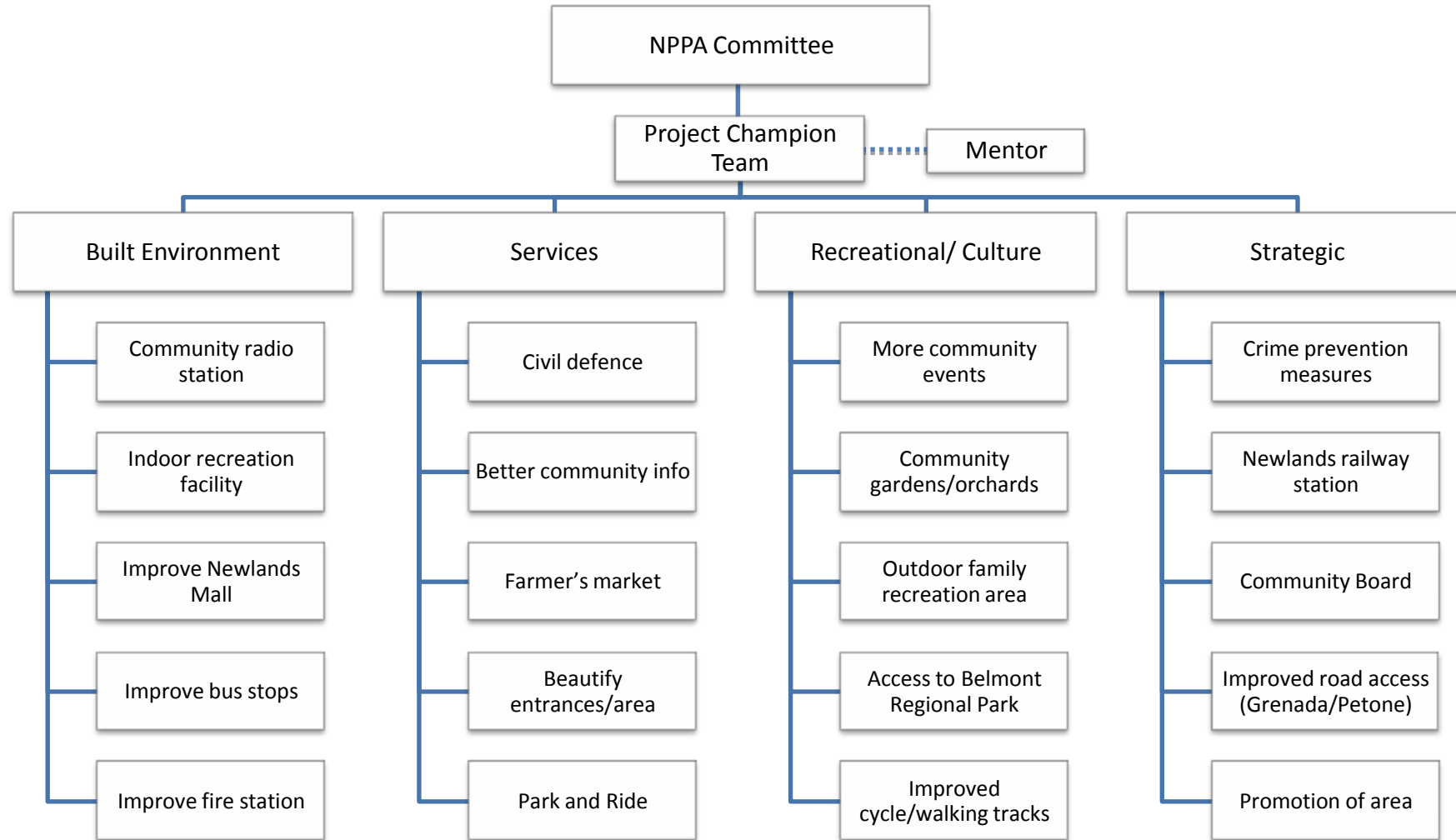
Appendix C: Cost Benefit Analysis

		Benefit to Community						Cost to Community					Benefit less Cost				
		Visionary		Need	Networking	Social Capital	Resilience	Sustainable	TOTAL	Monetary	Voluntary	Resources	IP	TOTAL	Benefit	Cost	TOTAL
BUILT	Community radio station	4	3	4	4	4	4	4	23	2	3	2	3	10	23	10	13
	Indoor recreation facility	4	4	4	4	2	0	0	18	4	1	2	0	7	18	7	11
	Improve Newlands Mall	4	4	0	0	0	0	0	8	0	0	0	0	0	8	0	8
	Improve bus stops	2	3	1	0	0	1	0	7	0	0	0	0	0	7	0	7
	Improve fire station	4	1	0	3	1	0	0	9	3	1	2	0	6	9	6	3
SERVICES	Civil defence	4	4	4	4	4	2	0	22	1	2	0	3	6	22	6	16
	Better community info	3	3	4	4	4	3	0	21	1	1	0	3	5	21	5	16
	Farmer's market	4	3	4	2	3	3	0	19	1	1	1	1	4	19	4	15
	Beautify entrances/area	4	4	1	3	2	1	0	15	2	2	1	1	6	15	6	9
	Park and Ride	1	3	1	0	0	1	0	6	0	0	0	0	0	6	0	6
RECREATION and CULTURE	More community events	4	4	4	4	3	2	0	21	1	1	0	3	5	21	5	16
	Community gardens/orchards	4	2	1	4	3	4	0	18	1	2	1	3	7	18	7	11
	Outdoor family recreation area	4	4	4	4	3	2	0	21	3	2	3	3	11	21	11	10
	Access to Belmont Regional Park	3	2	1	1	1	0	0	8	0	0	0	0	0	8	0	8
	Improved cycle/walking tracks	2	2	1	2	1	1	0	9	0	1	1	0	2	9	2	7
STRATEGIC	Crime prevention measures	4	3	2	4	4	2	0	19	1	2	1	2	6	19	6	13
	Newlands railway station	4	3	2	1	0	2	0	12	0	0	0	0	0	12	0	12
	Community Board	3	2	1	3	3	2	0	14	0	1	0	3	4	14	4	10
	Improved road access (Grenada/Petone)	4	4	0	1	0	0	0	9	0	0	0	0	0	9	0	9
	Promotion of area	3	2	3	2	1	1	0	12	2	1	0	3	6	12	6	6

Newlands Paparangi Progressive Association Proposed Ten Year Strategy



Appendix D: Structure



Newlands Paparangi Progressive Association Proposed Ten Year Strategy



Appendix E: Timeline

Project	Type	Cost/ Benefit	Start Date	Length	First Stage
Better community info	Services	16	2011	1 year	Build networks with local organisations
Civil defence	Services	16	2011	1 year	Implement Newlands Civil Resilience plan
More community events	Recreation/Culture	16	2011	3 years	Build networks with local organisations
Community Radio Station	Built	13	2011	5 years	Develop Village Radio plan
Crime prevention measures	Strategic	13	2011	2 years	Build networks with Police, Neighbourhood Support and Community Patrol
Community gardens/orchards	Recreation/Culture	11	2011	5 years	Build networks with OOOBY and local horticulturalists
Outdoor Family Recreation Area	Recreation/Culture	10	2011	3 years	Build relationship with WCC and relevant local organisations
Beautify entrances/area	Services	9	2011	2 years	Upgrade 'Welcome to Newlands' signage
Improve Newlands Mall	Built	8	2011	2 years	Build relationship with WCC and developer
Improve Bus Stops	Built	7	2011	2 years	Build relationship with GWRC, WCC and Newlands Coachlines
Park and Ride	Services	6	2011	2 years	Build relationship with GWRC, WCC and Newlands Coachlines
Promotion of area	Strategic	6	2011	2 years	Develop Promotion Plan
Improve Fire Station	Built	3	2011	5 years	Build relationship with Newlands Volunteer Fire Service
Farmer's market	Services	15	2013	1 year	Build local awareness and seek volunteers
Community Board	Strategic	10	2012	1 year	Seek signatures for petition to Local Government Commission
Improved road access	Strategic	9	2012	6 years	Establish relationship with NZ Transport Authority
Access to Belmont Regional Park	Recreation/Culture	8	2012	4 years	Build relationship with GWRC, WCC and Department of Conservation
Improved Cycle/Walking tracks	Recreation/Culture	7	2012	4 years	Build relationship with GWRC and WCC
Indoor Recreation Facility	Built	11	2013	2 years	Undertake feasibility study
Newlands railway station	Strategic	12	2014	6 years	Undertake feasibility study

Newlands Paparangi Progressive Association Proposed Ten Year Strategy

Appendix F: Framework

