

Greenprint



Waitakere

February 1999

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INTRODUCTION TO PART II

Part II of the Greenprint is a plan, or strategy, covering 7 key focus areas, for achieving the eco-city vision. These key focus areas were chosen because of their fundamental importance to the City's development, and because changes in these areas will have significant impacts. The actions associated with the 7 key focus areas form an integrated package. An action in one area will only be fully effective alongside the actions in others.

COMMUNITIES

INTRODUCTION

Communities are groups of people bound together by something held in common - family or whanau, culture, age, gender, religion, political beliefs, or locality.

Communities exist because of people's social nature - our need for each other and the strength of collective activity. Communities enable us to participate and interact with others throughout our lives.

Sustainable communities have a concern for the wider group as well as individual interests.

They care for their members, and if empowered to do so, can provide for their wellbeing, distributing goods and services according to a sense of social justice determined by the group rather than by individual wealth. Therefore, they are key to fostering a sense of stewardship, to provide for all, now and in the future.

Waitakere City is a community, with the feelings of membership and pride associated with being part of a place that has a clear identity. However, the City is also made up of many diverse and changing communities, each shaped by its environment and history as well as less tangible things.

Each community has different contributions to make, as well as different needs and values and ways of expressing these. This increasing diversity makes the City dynamic and colourful.

Waitakere City is a young, diverse and fast growing community. The sixth largest City in New Zealand, its population has grown by over 20% in the last 10 years. More than a third of the population is under the age of 20. We have a much higher proportion of children and youth than the rest of the Auckland region.

Waitakere City is ethnically diverse and is becoming more so. Maori are an important community, making up 11% of the City's population. Council recognises their special rights and interests as the tangata whenua of New Zealand. Pacific Islands people make up a further 10 % of the population, and people from other ethnic groups a further 5%.

Like all communities, Waitakere is facing changes. Some of these changes will be similar to those faced by other communities, others may be unique to specific communities. Some of the 'mega-trends' of change facing communities globally are discussed below.

We are in a world of constant and rapid change - shifting from an industrial economy to a post-industrial information and knowledge oriented society and economy.

Increasingly, the future is uncertain. The call is to 'Think Globally, Act Locally', and Waitakere's eco-city vision is all about meeting this challenge.

There is a stronger call for recognition of fundamental human rights. Part of meeting this challenge is recognising that different people have different needs and want different opportunities for growth and development. **Choice** is a key eco-city theme.

People are more often questioning the advice and actions of people in authority - politicians, journalists, government bureaucrats and even traditional figures of respect such as doctors and teachers.

People want access to better information about issues affecting them, such as health and the environment and they want opportunities to input into decision making processes.

People increasingly want to be 'smart' about looking after themselves, their future and their children's future. The challenge is to facilitate, promote and develop Waitakere as a 'smart City', a learning society with easy access to good quality information.

A 'smart City' will also meet the growing demand for 'life-long learning'. There is a higher proportion of people going on to tertiary education and a requirement for continual upskilling if people are to retain employment in the modern information economy.

We also live in a world of contradiction. While people are reaching out for more, and better information they are also "cocooning" themselves, both psychologically and physically - at home, in their cars, in shopping malls. Council has a unique role in maintaining safe public space and community focal points within the City.

In addition to these global trends the pace of change in New Zealand society has been rapid over the last 10 years. Drastic changes to traditional social and economic systems have left many people feeling confused. But communities are adapting to these changes by finding local solutions to local problems.

COUNCIL'S ROLE IN COMMUNITIES

Council exists primarily to serve its people and communities. The Local Government Act spells out Council's responsibilities towards communities which include:

- recognising that different communities exist and that they have their own identities and values;
- delivering facilities and services to communities that meet their needs, choices and preferences; and
- effective consultation to enable people within communities to participate in local government.

These responsibilities are broadly defined, giving each Council scope to decide how they can best be met in their area. However most Councils meet their responsibilities in two major ways.

Through its operational role provide goods and services with special characteristics that generally will not be provided by the private sector or that can be provided more efficiently or equitably by a public body. Examples include street lights, roads, water, and building by-laws.

(See the Introduction for a fuller explanation of what is termed Council's operational role).

Through its political role. This is core to Council's involvement with the community, since it cannot be undertaken by anyone else. This role is fully described in the introduction but is worth repeating here because it is central to Agenda 21.

Council provides political leadership in a way that reinforces the City and its communities. It helps people to identify with and belong to the City by setting common goals and a vision (eco-city) and by promoting the City and its vision.

Agenda 21 encourages Council to undertake activities to *strengthen* communities by:

- devolving decision making and tasks to communities, and resourcing them, Council facilitates community action for community benefit;
- consultation, Council enables the City's different communities to express their views and needs;
- providing information and a forum for debate, Council ensures that full and open dialogue can occur; and
- advocating on behalf of communities on issues which are outside its control, Council gives voice to their views.

While recognising diversity, Council must hold on to the notion

of a common good, and define the rights and responsibilities of different groups to maintain it. To achieve this, Council mediates between groups, sets standards, rules and regulations and enforces these.

By undertaking these functions, Council takes its place as *part* of a community which is made up of many other groups. These include tangata whenua, other layers of government, the voluntary sector, schools, businesses, interest groups, sports groups, religious groups and families.

One often contentious issue is the degree to which councils should be involved in the provision of social services. Traditionally this role has been the responsibility of central government social service agencies, however with central government reducing its role in this area, many gaps have been created. A clear consensus about local government's role in this arena is yet to emerge.

Different councils choose to relate to their communities in different ways depending upon the emphasis they place on their operational and political roles. For instance many Council's see themselves primarily as public good service providers and regulators of community and individual rights. These councils are often reluctant to provide community vision or leadership or to enter into community partnerships, viewing these areas as lying beyond the core responsibilities of local government.

STRATEGY FOR COMMUNITIES

Council will continue to provide public goods and services, political leadership and vision, advocate on behalf of its people, and define and enforce responsibilities and rights. However Council believes the biggest contribution it can make is to develop partnerships which will strengthen the ability of Waitakere's diverse communities to become involved - in delivering services for their own members; in acting as stewards of the environment; and in decision making.

This role is consistent with Agenda 21 and recognises that it is the community, not Council, who will achieve the eco-city vision. Council's role is to motivate and inspire the community to do so. Three major strands are fundamental to this :

Partnerships;

Consultation; and

Devolution of power.

By adopting this strategy Council is also taking a stand on the issue of social justice. Council's preference is not necessarily to become a direct provider of social services - rather to resource and empower communities to better provide for their own needs.

Council's priorities over the next 5 years with respect to communities will be similar regardless of which of the 3 scenarios outlined in Part 1 Council favours. This key focus area is about Council's approach - about the way in which it will work with communities to deliver outcomes.

GUIDING PRINCIPLES FOR COMMUNITIES

Council aims its actions to be:

- ***Inspiring:*** providing a common vision for the City and facilitating the City's diverse communities to contribute to the development of an eco-city - each in its own unique way.
- ***Empowering:*** acting in partnership with the community to give voice to community hopes and aspirations. Council will ensure that communities are resourced to undertake the tasks it devolves to them, and will proactively seek the involvement of the City's communities.
- ***Accountable:*** recognising that the power vested in Council stems from the community, and that Council is answerable to the diverse communities which together make up the City.
- ***Responsive:*** willing to change in response to the wishes of the community.
- ***Just:*** taking into account all needs, listening to all views, mediating between conflicting interests for the public good, and ensuring that resources are biased towards areas and groups in greatest need.

ISSUES AND GOALS

SOCIAL

| <i>ISSUE</i> | <i>GOAL</i> |
|------------------------------------|---|
| <i>Identity and Common Purpose</i> | <ul style="list-style-type: none"> • A shared sense of pride and belonging for residents of Waitakere City. • Outcomes which benefit everyone achieved through cohesion, co-operation and consensus |
| <i>Diversity</i> | <ul style="list-style-type: none"> • Recognition, value and expression of diversity - between people, social structures, business structures and property systems. • Public services which cater for a range of needs. • A dynamic and fun City which people want to be a part of. |
| <i>Democracy</i> | <ul style="list-style-type: none"> • Opportunities for full participation in decision making by the City's people. |
| <i>Knowledge</i> | <ul style="list-style-type: none"> • Access to information for all. • Informed decision making by all. • Opportunities for life long learning provided. |
| <i>Participation</i> | <ul style="list-style-type: none"> • Opportunities for full participation by the City's people in work, leisure and community |

ECONOMIC

| ISSUE | GOAL |
|---|---|
| <i>Empowerment to achieve economic wellbeing</i> | <ul style="list-style-type: none">• Greater economic independence for the City including more local jobs.• Recognition and accommodation of a range of economic structures, including community enterprises and iwi enterprises.• Acknowledgement that both paid and unpaid work contribute to the wellbeing of the City and its people.• Access to the fundamentals of life for all people. |
| <i>Corporate citizenship/ Business in the Community</i> | <ul style="list-style-type: none">• A business community which is interested and involved in the City.• Local businesses which take pride in being 'good employers'. |

ENVIRONMENTAL

| ISSUE | GOAL |
|---------------------------------------|--|
| <i>Community rights and interests</i> | <ul style="list-style-type: none">• The right to use resources defined in a way that protects common interests as well as individual rights. |
| <i>Community stewardship</i> | <ul style="list-style-type: none">• Community stewardship of resources for current and future generations. |
| <i>Identity and sense of place</i> | <ul style="list-style-type: none">• Recognition and pride in the natural environment special to Waitakere City. |
| <i>Non-human rights</i> | <ul style="list-style-type: none">• Recognition of the sacredness of the world and our responsibilities to all living things |

STRATEGIC ACTION AREAS

1 *Respect and value diversity, actively seek out diverse views, and ensure that the goods and services Council provides, cater to a broad range of needs.*

2 *Foster partnerships with communities which strengthen the ability of communities to:*

- be heard;*
- undertake initiatives to improve their wellbeing;*
- take responsibility for and care for their environment; and*
- make decisions about how they want their City to be.*

3 *Define and enforce community and individual rights and responsibilities*

4 *Help create **Waitakere City-Smart City** as a city where people can engage in life-long learning and have access to better information about issues that affect them.*

5 *Foster a sense of neighbourhood and community, develop focal points for community life, and promote an image of the City and its communities with which its people identify and support.*

1

Respect and value diversity, actively seek out diverse views, and ensure that the goods and services Council provides, cater to a broad range of needs.

Council currently:

Actively seeks out the views of different communities through consultation, Community Boards, market research and by considering the input of residents through other avenues such as the customer services hotline.

Monitors the needs of people in the City and improves the services it provides in response to changing needs.

Is ways to meet the leisure needs of those groups whose needs are **implementing its Leisure Strategy** for the City which is particularly focused on finding currently not well met.

Ensures, through its adoption of the First Call for Children principle, that the needs of children are taken into account in decision making.

Council will:

1-3 years

Develop a social framework for assessing Council's future direction in the delivery of goods and services. (see **City Wellbeing**)

Systematically review all Council provided goods and services to ensure they meet Council's strategic objectives.

Undertake a review of the different ways in which Council provides funding and assistance to community groups to ensure that Council's strategic objectives are being met by 1997 (**see also Strategic Action area 2**).

Seek to improve its consultation processes and methods so that the views of those not often represented are better heard (**see also strategic action area 2**).

Continue to improve the way in which it delivers goods and services to better meet the diverse expectations and needs of City residents.

2

Foster partnerships with communities which strengthen the ability of communities to:

- *be heard;*
- *undertake initiatives to improve their wellbeing;*
- *take responsibility for and care for their environment; and*
- *make decisions about how they want their City to be.*

Council currently:

Has developed partnerships with Ngati Whatua and Te Kawerau a Maki as tangata whenua of Waitakere City and provides resources to these iwi to enable them to input into Council decision making.

Develops linkages with the extensive community networks in Waitakere City. These networks are particularly well developed in the areas of health, safety and leisure (see **City Wellbeing**).

Funds trusts and boards which deliver on behalf of Council. These operate at arms length from Council and close to the community - including the Enterprise Board and Corban Homestead Trust. Council has also entered into contracts with other service providers such as Waitakere Sports Trust, in situations where these providers are better able to respond to community needs.

Consults with the community on a statutory and non-statutory basis providing opportunities for submissions, conducting public meetings, forming partnerships with and actively seeking the views of various groups through market research.

Acts as a strong advocate of the City's interests to central / regional government. Recent issues include opposition to power privatisation, the need for increased resources for Henderson Children and Young Persons' Service, and the need to fully evaluate the Waikato Pipeline proposal and its implications.

Assists and encourages the community to care for its local environment. Examples of this include stream cleanup programmes run through Keep Waitakere Beautiful and the Karekare shellfish ban (see **Taonga** for details).

Works with communities to reach consensus decisions on particular issues, such as Kay Road residents over the Balefill Site and Oratia orchardists over planning controls.

Has developed strong partnerships with the business sector, particularly through its City revitalisation projects. The current upgrading of Henderson Square is a direct result of Council's partnership with St Lukes Group.

Council will:

1-3 years

Investigate the feasibility of devolving power to iwi groups, particularly in the control and protection of natural resources.

Formalise partnerships with other groups in the community, especially those who are often disadvantaged by change in society (such as older adults and women). Also formalise partnerships in the education and housing sectors.

Assist Te Taumata Runanga, Youth Council and Pacific Islands Advisory Board in developing Annual and Strategic Plans to strengthen the standing and direction of the communities that these groups represent.

Develop a Consultation Policy by 1997, drawing on experience gained from successful consultation processes to identify and address:

- the methods of consultation which work best for particular circumstances;
- how to seek out the views of those who are often not represented;
- consultation with tangata whenua;
- consultation processes and procedures such as time given for response and the process of replying to submissions;
- how Council can become more active in the provision of information so that the community has the information it needs to enable it to contribute effectively;
- the most effective ways of providing feedback to the community on results of consultation;
- Councillors roles in consultation; and
- how to avoid 'over-consultation'.

Review the funding and other assistance that Council provides to community groups and develop a policy, by 1997, which reflects Council's strategic direction and gives clear guidance to Council with respect to:

- effective and equitable funding support for the voluntary sector;
- effective co-operation and co-ordination among funding agencies; and
- simple administration of funding.

Council currently:

Upholds central government legislation such as requirements for building permits, liquor licensing and food premise licensing.

Upholds its own rules and bylaws which balance individual's rights against public rights - for example the District Plan contains rules to protect public values by controlling bush clearance.

Acts as a mediator to sort out differences between sectors of the community with respect to rights and responsibilities - such as between dog owners and other people.

Has recently reviewed its District Plan which defines rights and responsibilities to ensure the sustainable management of the City's resources.

Council will:**1-3 years**

Provide better information on community and individual rights and responsibilities so that people understand their rights and responsibilities and the reasons for these.

4

*Help create **Waitakere City - Smart City** as a City where people can engage in life-long learning and have access to better information about issues that affect them.*

Council currently:-

Informs the community about matters which affect it - through libraries and CAB, its consultation programmes, publications such as City Update, household newsletters, telephone hotlines, information displays and by answering general information requests.

Has its own World Wide Web site which provides information about Waitakere City aimed at residents, tourists and investors - information about Waitakere's eco-city policies (including this Greenprint), and Council information including profiles of Councillors, meeting agendas and minutes, and Waitakere's District Plan.

Promotes the City's eco-city vision in many ways for example through Council documents and co-operating with a CNN film crew to capture "Waitakere-eco-city".

Is ensuring that libraries are accessible to all, especially people speaking languages other than English.

Provides information packs to new residents in the City.

Council will:**1-3 years**

Provide access to the Internet to library users, and investigate other ways to improve community access to networked information services (in partnership with other agencies), such as information kiosks.

Develop a communication strategy which includes innovative ways of effectively communicating with the people of Waitakere City about Council policies, services and initiatives, and about how to make changes towards more sustainable lifestyles.

Develop networks with other local authorities in New Zealand and overseas who have adopted Agenda 21, find out about the initiatives they are involved in, and make this information publicly available, for example through Internet.

| | |
|----------|---|
| 5 | <i>Foster a sense of neighbourhood and community, develop focal points for community life, and promote an image of the City and its communities with which its people identify and support.</i> |
|----------|---|

(Note: see also **City Form and Design**)

Council currently:-

Helps local people find solutions to local problems and to act as stewards over their environment, recognising that the community knows “its own patch” best.

Holds an annual City Wine and Food Festival which draws together the diverse communities within the City.

Recognises the contribution of its people through citizenship awards.

Helps develop a sense of pride in areas of the City and facilitate easier use of local town centres through the Town Centre Revitalisation Programme.

Conducts “Operation Spring Clean” through the Keep Waitakere Beautiful Programme, with input from schools, service groups and many other organisations and individuals.

Supports Lopdell House as a regional arts and culture centre - promoting the City’s artistic and cultural heritage and achievements.

Undertakes a range of community art projects such as “Arts in the Parks”.

Provides libraries and community centres which draw together communities.



Council will:

1-3 years

Through its Town Centre Revitalisation programme and Parks strategy, ensure the provision of parks and other civic places which are focal points for local communities.

Review its Arts and Culture policy, by 1997, to ensure that community arts are an integral part of all community projects.

TARGETS FOR THE 21ST CENTURY - COMMUNITIES

| GREENPRINT TARGETS FOR THE YEAR 2001 | 1997/98 VALUE | CURRENT TREND |
|--|--|---|
| Increase the percentage of people who feel safe walking in their street (during the day) | 70% of residents feel safe or very safe in their street. |  |
| <i>Measure of "social capital" to be developed</i> | | |
| Increase use of information and leisure services by 25% | 1.90 million library books borrowed 423,783 visits to council's swimming and recreation centres |  |
| For more indicators of wellbeing, see Council's 1998 report "Towards Wellbeing in Waitakere", available by request | | |

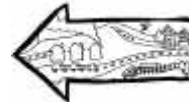
Key to trend arrows:



*Current trend is positive
(towards achieving our
eco-city vision)*



*Currently no
significant trend
(static)*



*Current trend is negative
(away from achieving our
target)*

✓
*Target
achieved*

CITY FORM AND DESIGN

INTRODUCTION

The City of Waitakere is one of four major cities in the Auckland Region. Diverse residential suburbs; town centres; orchards, vineyards, farmland and rural settlements scattered across the magnificent West Coast, meld to form Waitakere City.

It's both a physical City and a social and economic community, operating increasingly as a coherent whole while interacting with the rest of the region.

Waitakere City is shaped by a complex web of influences. The layout of activities, how they interact, and the way in which growth is accommodated defines the broad outline or form of Waitakere City.

Historically the City expanded along the railway line through the gradual growth of early settlements such as New Lynn and Henderson. Post-war, the development of the motorway together with government lending and planning practices, encouraged rapid suburban growth through "greenfields subdivision".

Waitakere became an edge city of greater Auckland. Housing density has remained fairly low. In most areas, residential uses have been separated from commercial activities in the belief that these activities are incompatible.

The way in which the City continues to be shaped will affect people and resources in many ways. It will:

- have environmental impacts;
- have implications for the way and rate at which resources are used;
- have financial costs in terms of servicing;
- affect social wellbeing;
- influence how communities are created and are able to interact;
- affect economic vitality; and
- define the City's image and identity.

These factors interact in complex. It is now recognised, however, that the post-war pattern of suburban growth, based on low density sprawl and separation of uses, will not be the best way in which to accommodate future growth. This pattern of growth may have fulfilled the Kiwi quarter acre dream but it has sometimes resulted in:

- the need for people to travel more frequently and over greater distances;
- low visibility of passenger transport systems as travel patterns tend to be dispersed;
- loss of bush, farmland and open-space valued by City-dwellers;
- high cost of servicing with the expansion of new infrastructure such as sewerage systems and roading;
- isolation for people who do not own cars;
- the creation of dormitory suburbs which can lack the vitality of an area containing a mix of activities; and
- visually monotonous development with little of the amenity such development is supposed to offer.

Most importantly, however, it has resulted in a poverty of choice in housing types. Much of the City's housing stock is geared to the needs of the two parent family with two or three children living at home. This type of household makes up an ever smaller proportion of all households in the City. Older couples, young couples, and one person households, in particular, are not well catered for.

The Auckland region, as a whole is facing huge population growth pressures. Waitakere's growth rate in recent years has been greater than the regional average and is likely to continue at a high level. Council has already decided to stop further "urban sprawl" because of its environmental, social and economic impacts. The proposed district plan will prevent further urban development into the Waitakere foothills and other areas that people value. New ways of accommodating growth must now be found.

Many parts of the United States and Australia are facing similar pressures and are responding by redesigning cities using the principles that guided the design of inner-city suburbs (such as Ponsonby and Mt Eden). Most importantly these areas were designed so that people lived within walking distance of a range of facilities including shops, schools, libraries, parks, railway stations and/or bus-stops. The return to design based on “traditional neighbourhood development” is known as “new urbanism” or “transit-oriented development”.

For an established City such as Waitakere to recreate a similar pattern of development will be a big challenge. It will require accommodating future household growth within the currently built-up area, particularly near town-centres or “urban villages”. It will also require development at a greater density than New Zealanders are used to - which will need to be carefully managed.

Waitakere does, however, have a major advantage in that the structure for redevelopment is already in place. Many of its town centres - such as New Lynn, Henderson and Glen Eden - are located near railway stations. Enhancement of the rail service or introduction of light rail would help attract people to these centres. Other areas suitable for the “new-style” development include the high quality coastal locations of Harbour View (Te Atatu Peninsula) and West Harbour marina.

In addition to the broad form of the City, other factors which contribute to defining the fabric of Waitakere City include the shape, scale and form of buildings, roads, centres and public spaces; and particular features such as topography, views, greenery, waterways, gateways and focal points. For Waitakere this texture can be seen against the dominant backdrop of the Waitakere Ranges, and a vision of Waitakere as a vital City in its own right - a green "island" lapped almost right around by the waters of the Waitemata and Manukau Harbours and the Tasman Sea .

An attractive, liveable and vital City requires very close attention to design, ensuring that all development is appropriate to the site and area. While this chapter outlines broad principles the success of the strategy will be determined by the way in which the principles are applied in each part of the City. “Site-specific” or “place -based” solutions are essential.

In 1991 Council commissioned a major design study "Framework for the Future." The study identified general character areas, important natural and heritage features within the City, and corridors and gateways into the City, and highlighted themes which could be used to integrate different parts of the City. Building on the fundamental vision of a City with the Waitakere Ranges at its heart, it proposed to extend "blue and green fingers" using the stream valleys to link the ranges ecologically and visually through the urban areas to the sea. Woven across the landscape, central arterial roads would be developed as boulevards.

Waitakere also has the opportunity to celebrate its rich artistic legacy by involving artists in designing the City and its public places. Already many of the City's roundabouts incorporate works of art. The potential to apply this idea across the City - in parks, shopping centres and neighbourhoods - is huge.

COUNCIL'S ROLE IN INFLUENCING CITY FORM AND DESIGN

While Council's ability to influence city form and design is quite strong, many other factors and players are involved. Council's role must be viewed within the context of finding effective approaches which recognise and take advantage of the other forces at play.

It is worthwhile considering the two aspects of this key focus area separately - i.e. **City form** (broad structure) and **design** (at a more detailed level) while acknowledging that, at the level of the neighbourhood, the distinction between them is perhaps blurred.

The invention of the motorcar, building of motorways, central government subsidised housing loans and local government subsidised sewage and roading systems have, over the past 50 years, combined to encourage ever-expanding suburban housing development. Legislation prior to the Resource Management Act required Councils to "direct and control" development. This was often put into effect by separating different types of land uses. While this had some advantages in terms of protecting residential amenity, it did not necessarily result in sustainable city form. People's preferences have also played a big part. Life in the suburbs provided a better environment for raising families.

Many of these factors are changing. People's preferences - influenced by family size and structure, and fashions and trends - are changing. People are recognising the benefits of higher density and "inner city" living. Local and regional government has a mandate under the Resource Management Act to protect the environment from the adverse effects of land use, providing a challenge to councils to address the issue of what sustainable city form really means. In addition, most of the old subsidies on housing and infrastructure are disappearing, and councils (both regional and local) are beginning to evaluate the costs of different forms of development more carefully. They are finding that its often cheaper to upgrade existing infrastructure to accommodate more people, than build new services in outlying areas.

Council clearly has an important role to play in influencing city form. The main methods it has to achieve this include:

- rules in its District Plan which can specify **where** various activities can occur, the minimum area of land that can be subdivided for development, and the density and form of development. These rules cannot force people to develop in a particular way but they can allow desirable forms of development and prevent people from locating or developing in ways that would have undesirable impacts;

- investment in services - such as roads, parks and water supply, stormwater and sewage systems. If Council does not service a particular area it will tend to prevent people from locating there unless they are willing (and permitted by the District Plan) to service it themselves. In addition by improving services in particular areas (such as town centres) Council can encourage people to locate there;
- investment in revitalisation of public areas which help define the City's form. For example Council investment in town centre upgrading can make them more attractive places, acting as a catalyst for further private investment; and
- working alongside developers and the public to produce plans for different parts of the City which reflect the principles of sustainable city form. Once these plans are in place Council can encourage developers to undertake the innovative development often required by these plans.

While it is generally accepted that there is a legitimate role for local government in influencing city form due to the complex social, environmental and financial effects of form, the concept of good design is often thought to be a more personal matter. In addition, many of the measures Councils have adopted in the past, such as side-yard and height standards in District Plans, intended to protect amenity, have often stifled innovation and resulted in monotonous design.

While some aspects of design are quite personal there are legitimate reasons for Council to influence aspects such as form, bulk and scale. Good design can improve accessibility, promote safety, assist social cohesion and identity and generally contribute to wellbeing. In addition good design will be integral to achieving public acceptance of innovations such as medium density housing. And, to the extent that design has environmental impacts - on visual amenity and energy efficiency - it is a valid consideration under the Resource Management Act.

Council does have a valid role to play in promoting good, innovative design and can do so while retaining flexibility, in a number of ways:

- by providing design guidelines that developers are encouraged to meet describing design solutions that Council seeks to promote;
- by undertaking joint ventures or demonstration projects which incorporate particular design features such as energy-efficient building; and
- by incorporating aspects of good design into public areas through greening strategies, town centre revitalisation programmes and developments on Council owned land.

STRATEGY FOR CITY FORM

Council's 20 year strategy is to encourage future dwelling growth around town centres and along transport corridors, creating urban villages with the following features:

- significant numbers of people living close to the town or village centre;
- mixed use development with housing, home-based businesses, shops, offices, parks, and other facilities located in close proximity; and
- well designed streets that maximise connections and are safe and people-friendly.

In addition Council aims to create an attractive City with strong local identity, good linkages, and a high quality environment, through appropriate, site-specific design.

This strategy needs to be considered alongside other key focus areas - especially **Transport and Communications** and **Economic Development**. Strong growth in the local economy and local job opportunities is important to achieve the full benefits of the above strategy.

The strategy is designed to achieve a variety of outcomes including:

- ability to accommodate continued growth in the number of dwellings in Waitakere City while protecting the City's natural environment;
- increased choice in housing type and location;
- reduced need for people to travel long distances and increased ability for people to walk to meet their daily needs;
- increased viability of passenger transport with more people living within walking distance of good passenger transport routes;
- a more visually varied, vibrant and dynamic City; and
- reduced servicing costs.

Council faces some important choices in its short-term priorities in implementing this strategy. Pressures to accommodate population growth will be much greater in 5 years time. Council could, therefore, decide to place its priorities in other areas in the interim. Under each of the 3 scenarios outlined in Part 1, the focus in the next 5 years would be quite different.

PRIORITIES FOR THE NEXT FIVE YEARS

Scenario 1 - Natural Environment and Resource Base

This strategy would involve Council doing very little in terms of its urban environment. The main priority would be to enforce the proposed District Plan in the City's rural and wilderness areas protecting the Waitakere Ranges, foothills and other "non-urbanised" parts of the City from the impacts of further growth.

Initiatives in the urban parts of the City would be focused on maintaining and enhancing the health of ecosystems - particularly the stream networks.

Under this scenario accommodating future growth would not be a priority - and potential growth may be diverted to other parts of the region.

Scenario 2 - Sustainable City Form

Creating urban villages around town centres would be the main focus of this strategy. It would involve encouraging well designed, medium density development with a mix of activities - residential, leisure and commercial - located within close proximity. This scenario could require a reasonably high level of investment in town centres by Council to attract developer commitment.

This scenario would best prepare the City for the growth pressures it will face in 5 years time.

Scenario 3 - Urban Environment and Amenity

The main focus of this scenario, over the next 5 years, would be to make Waitakere an attractive place to work, visit and live. Like Scenario 1, the City may not accommodate much population growth.

Revitalisation of town centres would continue however the focus would be on visual more than structural changes. The green network (see **Taonga**) and cleaning up streams would be a priority - from the perspective of improving amenity rather than protecting ecosystems.

There would be a much greater focus on improving the quality of neighbourhoods than under Scenario 2 - because this is where the majority of the City's residents live.

CHALLENGES

Council's strategy for city form and design is new and innovative and involves a greater shift in direction from past practices than for many of the other key focus areas - particularly if Council decides to place some priority on Scenario 2.

For this reason it is important to be aware of some of the challenges or obstacles Council could face in implementing its strategy. Council does not yet have clear answers to some of the issues these present.

Developer and public attitudes

Because many of the concepts associated with sustainable urban form are new, there may be some resistance from developers and from the public in general towards them. In particular mixing activities and building to higher densities will require some time to gain full acceptance. Evidence shows that developer attitudes often lag behind public demand in these areas - developers may see new forms of development as risky despite considerable public support.

It will be very important for Council to work closely with developers to encourage new forms of development and ensure that it occurs in ways which meet public approval. There is a real risk that poor design could result in bad publicity for the concepts that Council seeks to promote.

It is also important to note that Council has no desire to **force** people to live in ways they would not choose. Medium density housing will not appeal to many people who will continue to have other choices. Council's desire is to provide opportunities which will meet changing needs and preferences.

Unsustainable development continuing in other parts of the Auckland region

Attitudes will be hard to change while opportunities for urban sprawl still exist on the North Shore and in Manukau City. In addition, poor quality "infill" development particularly in inner-city areas of Auckland has contributed to medium density development sometimes getting a bad name.

It will be very important to work closely with the Auckland Regional Council and other local authorities to encourage a consistent approach to the development of the Auckland region. This is made even more critical by the need to strengthen the transport links on which this strategy is at least partly based.

Affordability

Population growth rates across the region continue to push house prices up, making affordability a major issue. Regardless of Council's strategy, quality, affordable housing will continue to be an issue for Waitakere. If Waitakere does not accommodate its share of population growth, opportunities to live in the City will become more limited, pushing up house prices further. On the other hand, medium density development (such as has occurred in the inner City) has the potential to be elitist and expensive - although as new market trends become more established over time, price is likely to fall.

The challenge will be to attract low cost, high quality, medium density housing to the City. More work is needed in this area.

Potential for development to create more diverse trip patterns

Intuitively it would seem that more locally based jobs and more people living close to town centres should reduce the number and length of trips that people need to make. This is not inevitable however and it is quite conceivable that the opposite could occur. Trips may become more dispersed especially as employment patterns become more dispersed. Such a pattern of diverse destinations as well as diverse origins could be harder to service by passenger transport. This issue will need to be closely monitored as the strategy progresses.

GUIDING PRINCIPLES for CITY FORM AND DESIGN

Council aims its actions to be:

- ***Holistic:*** recognising the relationship between city form, resource use, environmental impacts, and community wellbeing.
- ***Innovative:*** committed to finding innovative solutions to accommodating and servicing growth, and to city revitalisation and design issues, and encouraging developers to do the same.
- ***Forward Looking:*** anticipating the needs of the future and the consequences of changing trends and preferences on future demand (for example, the likely increase in travel cost as pressures increase for true cost pricing for vehicle use).
- ***Empowering:*** encouraging individual, community and business initiatives in all aspects of city form and design, consistent with Council's strategic direction.
- ***Non-parochial:*** recognising that while Waitakere City forms a separate entity it also interacts in complex ways with the greater Auckland region, and that regional co-operation will be crucial.

ISSUES AND GOALS

ENVIRONMENTAL

| ISSUE | GOAL |
|--|--|
| <i>Environmental Impacts</i> | <ul style="list-style-type: none">• Develop a city form that accommodates activities and enables servicing of these activities, in such a way that minimises adverse impacts on natural and physical resources.• Encourage design of structures (such as buildings and infrastructure) that minimises impacts on natural and physical resources. |
| <i>Energy Efficiency</i> | <ul style="list-style-type: none">• Develop a city form that minimises energy consumption and maximises the potential for walking, cycling and passenger transport.• Encourage design of structures that minimise energy consumption. |
| <i>Integrating natural and built environment</i> | <ul style="list-style-type: none">• Ensure that natural environmental qualities are integrated into urban areas and that ecosystems (such as streams) are fully functional parts of these areas.• Encourage city form and design which complements and is in harmony with the natural environment - throughout the City but especially in the bush and rural areas of the City. |

ECONOMIC

| ISSUE | GOAL |
|--|--|
| <i>Image</i> | <ul style="list-style-type: none">• Foster an image and identity which attracts businesses to Waitakere City and attracts people to do business in the City. |
| <i>Accessibility</i> | <ul style="list-style-type: none">• Encourage a city form which maximises accessibility between interacting businesses, and between businesses and customers (including tourists). |
| <i>Location of business activities</i> | <ul style="list-style-type: none">• Encourage most businesses to be located in town centres.• Allow for home based businesses which are compatible with a residential environment. |
| <i>Cost of servicing</i> | <ul style="list-style-type: none">• Encourage a city form which can be serviced in a financially sustainable way.• Investigate innovative servicing solutions which may reduce servicing costs. |
| <i>City boundaries</i> | <ul style="list-style-type: none">• Support boundaries for Waitakere City that ensure the City functions as a viable entity. |

SOCIAL

| ISSUE | GOAL |
|--|---|
| <i>Accommodating population growth</i> | <ul style="list-style-type: none"> • Enable people who wish to live in Waitakere City, to do so, to the extent that this is compatible with other goals. |
| <i>Accessibility</i> | <ul style="list-style-type: none"> • Encourage a city form with good linkages between home and work, leisure and social activities. |
| <i>Affordability</i> | <ul style="list-style-type: none"> • Encourage the development of housing which is affordable, durable, of a high standard of amenity, and provides a range of choice. |
| <i>Amenity</i> | <ul style="list-style-type: none"> • Encourage an attractive City by combining good design with the underlying natural form and qualities of the landscape. • Involve artists in designing the City and incorporate community art into everyday city life. |
| <i>Sense of Place and Belonging</i> | <ul style="list-style-type: none"> • Promote design which highlights the unique character and heritage of each part of the City, builds effective links between the different parts and creates a City that people can relate to. |
| <i>Safety</i> | <ul style="list-style-type: none"> • Promote the use of design elements to create neighbourhoods where people feel safer, where crime is discouraged, and where the potential for accidents is reduced. |
| <i>Diversity</i> | <ul style="list-style-type: none"> • Recognise and accommodate a variety of housing needs, lifestyle choices, and income levels. • Recognise that local communities identify with their local neighbourhood and help build on this concept of neighbourhood and local identity. |

STRATEGIC ACTION AREAS

- 1** *Encourage future dwelling growth around town centres and along transport corridors.*
- 2** *Ensure that future development of parks, transport, sewage, stormwater and water supply systems and other infrastructure, supports sustainable city growth and minimises environmental impacts and energy use.*
- 3** *Implement a programme of town centre revitalisation aimed at making centres more diverse, people oriented, greener and economically viable.*
- 4** *Create an attractive City with strong local identity, good linkages and a high quality environment, through the use of appropriate, site specific design.*
- 5** *Manage future development of the urban periphery, the ranges and coastal settlements of the City.*
- 6** *Address a range of other issues facing the City which could threaten Council's strategic direction for city form*

Council currently:

Has notified its draft District Plan which:

- prevents further urban growth outside the current urban area (with minor exceptions where studies have shown low environmental and financial costs);
- enables well designed, medium density housing to be built around town centres and along transport corridors.

Has approved a development plan for the northern portion of Harbour View Estate on Te Atatu Peninsula. This strategically located Council owned land will be developed as a model “sustainable development” incorporating high quality, medium density housing.

Council will:**1-3 years**

Develop design concepts for incorporating housing in and around town centres. The first area will be New Lynn. An exercise will commence in 1996 involving developers, property owners and other stakeholders, considering all aspects of New Lynn including the potential for residential development.

Undertake systematic evaluation of other areas suitable for consolidation including estimation of the capacity of these areas to accommodate growth, evaluation of the servicing requirements and development of design concepts. This work will be completed by 1998.

Offer a design advisory service to all developers with proposals for comprehensive developments with a residential component.

Work closely with other local authorities and the Auckland Regional Council to develop a regional development plan for sustainable urban growth.

Council has:

Developed draft asset management plans which indicate that there are no major infrastructural constraints to additional development around town centres.

Incorporated innovative servicing solutions such as an on-site stormwater disposal system into the development of Harbour View Estate, Te Atatu Peninsula.

Council will:

1-3 years

Evaluate its transport programme to ensure that future investments complement Council's preferred City form. Of all Council-owned assets, its roading network is most important in creating successful urban villages with well-designed streets that maximise connections and are safe and people-friendly. See the **Transport** key focus area for more detail about **Council initiatives in this area**.

Give priority to service upgrading (such as sewerage and stormwater) in areas which have been targeted for consolidation, and consider upgrading communications infrastructure (such as fibre-optics) in these areas as an incentive to business growth.

Give priority to the development of City parks in areas which have been targeted for consolidation. This will not necessarily mean developing **new** parks - but upgrading existing parks to ensure that they are attractive, safe, and accessible. Council is currently preparing a parks strategy to guide development of this major asset.

Extend its code of engineering practice to include guidelines for subdivision and building using innovative and sustainable engineering and construction practices.

Work closely with other local authorities and the ARC to ensure that regional decisions regarding infrastructure are integrated with the regional development plan for sustainable urban growth.

Council currently:

Has adopted a staged programme for investment in town centres. The criteria for prioritising work in town centres include:

- social role of centre;
- level of business commitment and public support;
- compatibility with urban growth needs;
- timeliness of upgrades;
- flexibility to respond to developer interest;
- cost effectiveness and the impact on commercial viability; and
- the strategic significance of the centre.

Has undertaken significant investment in Titirangi and Henderson as first priorities in this programme. Investment in Henderson has been aimed at pedestrian improvements, traffic calming, greening, and developing the “green and blue” themes inspired by the Waitakere Ranges, Oratia and Opanuku streams. Investment in Titirangi has been aimed at enhancing the village’s profile as a gateway to the Waitakere ranges.

Has developed a strong partnership with St Lukes group who has committed to a major redevelopment of Henderson Square as a result of increased confidence about the future of Henderson.

Has produced a draft 20 year strategic plan for Henderson to guide future investment in this centre. The plan is built around a range of “catalytic projects” aimed at:

- encouraging mixed use (including residential) development;
- improving the quality of the “built environment”;
- further developing the “green and blue” themes;
- improving and integrating the centre’s leisure facilities;
- improving passenger transport linkages; and
- creating major by-pass roads and bridges.

Through its District Plan has expressed a preference for a “centres-based” approach to commercial development requiring most businesses to locate in established centres.

Through its District Plan allows a mix of compatible activities to be located in or near town centres.

Council will:

1-3 years

Continue implementation of its revitalisation programme. New Lynn, Te Atatu and Glen Eden have been identified as the next priorities in addition to continuing work in Henderson according to the Henderson strategic plan. For New Lynn, development of a 20 year plan will be a priority.

Review the revitalisation programme in light of:

- better information about the cost of undertaking projects; and
- development of Council's strategic objectives for town centres.

There is also a need to review the priorities according to the above criteria.

Council currently:

Has undertaken a design study (in 1991) for Waitakere City entitled "Framework for the Future". This study identified general character areas, corridors and gateways into the City, important natural and heritage features within the City and highlighted themes which could integrate different parts of the City.

Has a tree planting strategy (currently being reviewed), a stream clearing programme, a signage programme, and a range of community arts projects (such as Arts in the Parks) all aimed at improving the image and physical appearance of the City and integrating the urban and non-urban areas.

Runs a series of events, such as an annual Wine and Food festival, which promotes Waitakere City image and identity.

Council will:

1-3 years

Produce design guidelines for building, including:

- energy-efficient housing; and
- infill and medium density housing.

Affordability will be a key consideration in developing the guidelines which will be available by 1998.

Offer a design advisory service to all developers with major development proposals for the City.

Develop an urban strategy which prioritises initiatives to improve the level of amenity across the City in areas not covered by Council's town centre revitalisation programme. Council's approach will be to undertake a detailed "on the ground" study involving all stakeholders. Key design considerations for each area will build on James Lunday's earlier work and will include:

- safety;
- accessibility especially for pedestrians and cyclists;
- special character, heritage and natural features;
- artwork;
- extension of the green network;
- stream enhancement;
- neighbourhood focal points; and
- access to passenger transport.

Through the revised tree-planting strategy recognise that different approaches are appropriate in the ranges and urban areas and that non-native trees fulfil an important design function in parts of the urban area of the City.

5

Manage future development of the urban periphery, the ranges and coastal settlements of the City.

Council currently:

Has a Proposed District Plan which includes rules limiting subdivision and governing activities in these parts of the City.

Is undertaking a “structure planning” exercise in the Oratia, in conjunction with the local community, which will ensure that the environmental qualities and amenity of this area are preserved while giving land owners more flexibility.

Council will

1-3 years

Ensure that any future subdivision on the urban periphery is serviced sustainability, with provision, for example, for on-site stormwater treatment.

Create a Green Network to enhance ecological values. Much of this network will be on private land on the coast, ranges and periphery and will link these areas to the urban areas of the City.

Through the West Coast Plan and Tourism Strategy better manage the conflicting needs of visitors and residents on the West Coast, ensuring protection of these sensitive environments.

Address resourcing and servicing issues on the West Coast, such as schools, parking, passenger transport, sewerage, and policing, through the West Coast Plan.

6

Address a range of other issues facing the City which could threaten Council's strategic direction for City form.

Council will

1-3 years


Monitor housing affordability across the City including rent levels and house prices in relation to income levels, annually.

Undertake a study of housing affordability which identifies the main issues, problems and causes and investigates innovative solutions (by 1998).

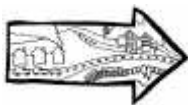
Review Waitakere City's boundaries to ensure that the City forms a viable entity and lobby for change if necessary.

Closely monitor travel patterns to ensure that changes in City form are resulting in more efficient patterns (see **Transport** for more detail).

TARGETS FOR THE 21ST CENTURY - CITY FORM AND DESIGN

| GREENPRINT TARGETS FOR THE YEAR 2001 | 1997/98 VALUE | TREND |
|---|---|---|
| Achieve a density of 16-20 dwellings and business premises per hectare within a five minute safe walk (400 metres) of at least one town centre. | Dwellings/businesses per ha within 5 minute safe walk Henderson 27.7 Glen Eden 16.2 New Lynn 13.8 Ranui 16.8 (from Council's rating data) | ✓ |
| 80% of residents and business owners consider that Waitakere City is a good place to live and work. | Residents' ratings of Waitakere: a good place to live 85% a good place to work 71% Business owners' ratings: a good place to live 73% a good place to work 75% average of these is 76% |  |
| Increase the percentage of households in the urban area which are within a 5 minute safe walk (400m) of a neighbourhood park or community facility. | Currently 37% of urban properties are within a 5 minute safe walk of a park. | This is the first time this has been measured |

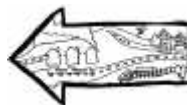
Key to trend arrows:



Current trend is positive (towards achieving our eco-city vision)



Currently no significant trend (static)



Current trend is negative (away from achieving our target)



Target achieved

TRANSPORT & COMMUNICATIONS

INTRODUCTION

Transport and communications (including telecommunications, television, radio and computer networks) are fundamental aspects of modern City life. These activities link people, products and places. They do this in different ways. Transport systems move people while communications systems move information.

Modern transport and communications systems have opened up many choices for people - giving them easy access to other people, places, goods and services and information, that would not have been possible 100 or even 50 years ago.

But these systems - especially transport systems - can have unintended side effects. Transport systems tend to be fossil fuel based. Fossil fuels are a major source of CO² emissions which are largely responsible for global warming.

While transport systems have major global environmental effects they can also have local environmental impacts.

Poorly designed transport systems can destroy neighbourhood character, separate communities, reduce people's ability to walk and cycle, reduce water quality through stormwater run-off and result in unacceptable levels of noise and poor safety records.

For example, the cul-de-sac, a modern day invention designed to enhance privacy, safety and the general quality of the urban environment, has its disadvantages. Cul-de-sacs are space hungry and tend to increase car dependency by increasing walking distances to local shops, schools and other facilities.

The key to solving some of the problems associated with transport systems - while retaining the benefits they offer - lies in changing the physical layout of our cities. In the past, transport systems have been one of the main factors shaping cities. New roading networks have increased mobility and encouraged cities to become more spread out.

They have also encouraged the separation of activities - such as home from work. This is very apparent in Waitakere City where over half the work force commutes out of the City on a daily basis. These changes have in turn created the need for more movement which is generally met by upgrading the capacity of roads to cater for more traffic. It is now recognised that increasing roading capacity does not work.

Well designed transport systems can reduce these effects significantly and in many cases enhance a sense of neighbourhood or community.

We need to redesign cities in such a way that:

- minimises the distances people need to travel;
- encourages the use of passenger transport systems;
- mixes rather than separates activities; and
- creates urban villages around town centres and near major passenger transport routes to increase the viability of passenger transport.

The biggest motivation for change will come when motorists start facing increased costs for car use. This will probably happen in the form of increased petrol taxes or road user charges.

The negative impacts of motor transport can be reduced by substituting communications systems for some transport activity. It's now more feasible to transmit documents, pictures, sound around the world without any use of traditional transport systems at all.

The opportunity to "telecommunicate" needs to be built into people's work and social lives before the transport system can benefit from improvements in communications.

By now there is very little doubt that networked information services will expand to become as much a part of modern life as the telephone, the television or the fax machine. The most important issue for Waitakere City is the enormous power that access to so much information can give - and the fact that so few of the City's residents and businesses have that access.

As the gap between the "information rich" and "information poor" widens, there is a real risk that Waitakere City will be stranded on the wrong side of the divide.

Like traffic congestion, the attempt to provide modern information services over the existing telephone infrastructure will lead to delays and frustration. New fibre optic services will be less economic in Waitakere than in areas where population density and business activity is higher.

These examples highlight another way in which transport and communications are linked, because in both cases, issues of City form and infrastructure spending are likely to be the key to a prosperous future for Waitakere.

This key focus area should be read in conjunction with **City Form and Design** and **Economic Development**.

COUNCIL'S ROLE IN TRANSPORT & COMMUNICATION

Communications systems (such as telecommunications, television, radio and computer networks) are mainly provided for by the private sector on a national and local basis, subject to some regulation by Government. Where there is physical infrastructure, such as cabling, associated with these systems, Council has a role in managing its effect on the environment. Council is a provider of libraries, which are communications systems distributing the written word, but its main role is as a user of communication systems.

WAITAKERE CITY COUNCIL

There are opportunities for Council to extend its role in a number of ways. For example, Council's recently notified District Plan helps encourage the substitution of communications technology for some transport, by removing barriers to operating businesses from home (where such businesses are compatible with a residential environment). Major innovations in communications systems could see Council use new media for improving information provision and participation in political processes, for example, transmitting Council meetings. The potential in this area is huge.

Council has a more firmly established role in providing transport infrastructure. Because the costs and benefits of transport across geographical boundaries, it shares this role with regional and national government, and private sector transport operators.

Each year, Waitakere City Council must complete a land transport programme which lists all the projects and activities for which it requires Transit New Zealand funding, and their costs and benefits.

Waitakere City Council's role is one of working in partnership with the other main players, with a clear responsibility for:

- transport **research** and **planning**;
- funding and active **provision** of local transport infrastructure;
- setting network, construction and maintenance **standards**;
- **advocacy** on national and regional policy and actions; and
- **urban development** planning and **regulation**.

The Council may also undertake to provide **information** and **education**.

AUCKLAND REGIONAL COUNCIL

The **Auckland Regional Council** contracts and registers public transport services according to a Regional Passenger Transport Plan and the Competitive Pricing Procedures set by Transit New Zealand. The actual services are provided by private operators like the Yellow Bus Company and Tranzmetro, but most of these are subsidised jointly by the Auckland Regional Council (10% from the regional petrol tax and 60% from rates), and Transit New Zealand (which provides 30% of the operating cost).

The Auckland Regional Council and Waitakere City Council are charged under the Resource Management Act with the broader responsibilities of land use planning (which may affect the location of residential growth, industry, retail and other activities), and the control of adverse environmental effects caused by transport. How Council exercises these responsibilities will certainly, in the long term, significantly affect the development of the transport system.

The ARC is also responsible for putting together a regional land transport programme. This programme must be consistent with the Regional Land Transport Strategy and is prepared by weighting the programmes of all the TLA's and compiling them, along with a list of public transport services, into a regional land transport programme. This in turn is used by Transfund (an arm of Transit New Zealand) to determine priorities requiring expenditure that year. This covers roading, public transport and safety.

In addition to the annual planning cycle, Auckland Regional Council (in conjunction with the TLA's) must complete a Regional Land Transport Strategy, which should direct the development of all aspects of transport in the region for the next five years. Work such as the national Land Transport Pricing study should contribute to the development of a future **national transport policy**

LAND TRANSPORT SAFETY AUTHORITY (LTSA)

At the national level, the **Land Transport Safety Authority** collects road user charges including charges on heavy vehicles, vehicle registration fees, and an excise tax on Petrol. Part of this revenue goes into the Government's Consolidated Fund and the rest into the Land Transport Fund, which meets about half of the costs of providing a transport system nationwide. The other half is picked up through rates.

The LTSA also administers a National Road Safety Plan, which sets road traffic and user standards, and vehicle safety standards. The Police enforce traffic safety regulations.

TRANSIT NEW ZEALAND

Roading is the joint responsibility of **Transit New Zealand**

and Territorial Local Authorities like Waitakere City Council. Transit New Zealand fully funds state highways from the Land Transport Fund, and provides between 43% and 75 of the costs of local roading maintenance and improvements, with local authorities funding the residual through rates. (In recent years Waitakere City projects have received financial assistance at the rate of 44% of cost). Local authorities set design standards for such work and are also responsible for infrastructure such as local cycle ways, footpaths, bus shelters and traffic management devices such as lighting, traffic islands, signs, signals and road marking.

STRATEGY FOR TRANSPORT AND COMMUNICATION

Council's strategy for **Transport and Communications** complements, in particular, its strategy for **City Form and Design**. Reducing the number of car-based trips, reducing the length of trips and increasing the use of walking, cycling and passenger transport can be achieved by creating urban villages which have the following features:

- significant numbers of people living close to the town or village centre;
- mixed-use development with housing, home-based businesses, shops, offices, parks and other facilities all located in close proximity; and
- well designed streets that maximise connections and are safe and people-friendly.

Other significant components of Council's strategy include:

- designing local transport systems to minimise environmental impacts;
- working cooperatively with other local authorities and the ARC to improve passenger transport services; and
- lobbying central government to introduce systems for the pricing and funding of transport that move closer to recognising the full cost of different forms of transport.

This is an ambitious strategy making it necessary for Council to decide how it will prioritise its efforts. Under the three scenarios described in Part 1 different aspects of Council's strategy would be emphasised - but note that the three scenarios are not mutually exclusive.

PRIORITIES FOR THE NEXT FIVE YEARS

Scenario 1: Natural environment and resource base

Reducing the local polluting effects of transport would be a key consideration under this scenario. While local air quality in Waitakere City is generally good, the stormwater run-off from roads and car parks is severely affecting the quality of the City's waterways. Waitakere is interested in exploring alternatives to the traditional "curb and channelling" solutions - alternatives which are more environmentally sustainable (and are often cheaper) such as using permeable surfaces for car parking and planted ditches (swales) which filter pollutants.

Traffic congestion and parking problems in popular West Coast destinations such as Piha and Karekare would have a high priority under this scenario.

Scenario 2: Sustainable City Form

Designing transport systems to support urban villages would be the focus of this scenario. Passenger transport would be a high priority with Council working closely with the ARC and other TLAs to support the introduction of light rail or enhancement of the current rail service. "Bus priority" measures to increase the speed of buses and the introduction of "feeder buses" to enable people to make easy connections with main passenger transport service would also be promoted. Passenger transport facilities, within town centres, would be built or upgraded as a matter of priority.

Strong emphasis would also be placed on designing (or redesigning) roads within urban villages to maximise the potential for walking and cycling.

Scenario 3: Urban environment and amenity

This scenario would see transport initiatives focused more on "micro" issues such as improving road design within Waitakere to promote safe walking and cycling. While scenario 2 is particularly concerned with transport around town centres or urban villages this scenario would place more emphasis on residential neighbourhoods - especially those which are most car dependent due to long walking distances to shops and other facilities and poor access to passenger transport.

This scenario could involve building more roads - not in outlying areas but in urban parts of the City where roads are not well connected. It would also involve turning major roads, such as parts of Great North Rd - which currently separate neighbourhoods - into roads which are more welcoming to cyclists and pedestrians.

- *Each of these scenarios can be assessed against the Guiding Principles and Strategic action areas.*

GUIDING PRINCIPLES for TRANSPORT and COMMUNICATIONS

Council aims its actions to be:

- ***Just:*** focused on meeting the essential needs of all residents for access to essential goods and services, communication and safety.
- ***Empowering:*** helping communities to balance the need for transport against its social and environmental effects and encouraging individual responsibility for safety and for protection of the environment.
- ***Holistic:*** recognising the relationships between transport, communications, people and the environment, through complementary policies in these areas.
- ***Forward looking:*** promoting transport and communications systems which develop in a consistent strategic direction and which anticipate and respond flexibly to future needs.
- ***Non-parochial:*** recognising that the City is a part of a larger area which people want to reach, and that the benefits and costs of transport and communications transcend geographical boundaries.
- ***Innovative:*** seeking new and better ways of reaching our objectives for transport and communications.

ISSUES AND GOALS

SOCIAL

| ISSUE | GOAL |
|-----------------------------|--|
| <i>Participation</i> | <ul style="list-style-type: none">• Access to facilities and areas which enable all people in Waitakere City to fully participate in work and leisure.• Access to information which enables all people in Waitakere City to participate in local decision making.• Access to communication systems which provide opportunities for all people in Waitakere City to express their values and culture, including language (and particularly Te Reo Maori). |
| <i>Social Association</i> | <ul style="list-style-type: none">• Connections between people without disrupting neighbourhoods. |
| <i>Health and Safety</i> | <ul style="list-style-type: none">• A transport system which accommodates healthy physical activity and minimises transport accident injury.• Protection of strongly held community values and standards, individual privacy and reputation, from the broadcasting facility of communication systems. |
| <i>Diversity and Choice</i> | <ul style="list-style-type: none">• A range of travel means and communication methods which meet different needs. |

ECONOMIC

| ISSUE | GOAL |
|--------------------------------|--|
| <i>Economic Infrastructure</i> | <ul style="list-style-type: none">• Facilitation of Waitakere City business transactions, employment mobility and exports (including tourism), that enable the local economy to grow and develop. |
| <i>Efficiency</i> | <ul style="list-style-type: none">• Maximum access, convenience and flexibility provided by transport and communications systems at minimum cost (financial and the use of energy, time, land etc.).• Decisions about transport and transport systems to be based on consideration of full costs (social, economic and environment).• Location of activities such that transport impacts are minimised - for example location of businesses near public transport, and location of a mix of compatible activities in urban villages. |
| <i>Local Businesses</i> | <ul style="list-style-type: none">• Growth and development of environmentally-sustainable local transport and communications businesses. |
| <i>Technology Transfer</i> | <ul style="list-style-type: none">• Communication systems which facilitate the growth and development of the local economy through the exchange of ideas, methods and information. |

ENVIRONMENTAL

| ISSUE | GOAL |
|--|---|
| <i>Resource Use</i> | <ul style="list-style-type: none"> • Decreased dependency on the use of non-renewable fuels, land in car parks and roads, road building materials and other resources. • Minimised waste of paper in the use of communication systems. |
| <i>Pollution</i> | <ul style="list-style-type: none"> • Reduced polluting emissions of fossil fuel gases and particulates, and other pollutants into the atmosphere by vehicles. • Reduced contamination of waterways from stormwater run off from roads. • Reduced pollution caused by road works as well as in the production and disposal of motor vehicles. |
| <i>Intrusion</i> | <ul style="list-style-type: none"> • Protection of amenity, heritage and character of built environments from the negative visual, audible and physical impacts of transport and communication structures. |
| <i>Unique/Sensitive Natural Environments</i> | <ul style="list-style-type: none"> • The protection of unique/sensitive natural environments from the adverse effects of transport and communication structures. |

STRATEGIC ACTION AREAS

1

Reduce car-based travel by creating urban villages which encourage walking, cycling and more use of passenger transport and enable shorter car trips.

2

Encourage individuals, and central, regional and local government, to make decisions about transport and transport systems that reflect all social, economic and environmental costs and benefits.

3

Maintain and develop the City's transport infrastructure efficiently so that environmental effects are minimised, and safety and urban amenity enhanced.

4

Improve public transport services and increase their use by Waitakere City residents by researching and consulting on needs, investing in infrastructure, undertaking partnerships with and lobbying other parties.

5

Encourage and facilitate the use of communications technology by Waitakere City residents, both as a substitute for transport activity and as a tool for distributing information and community broadcasting.

1

Reduce car-based travel by creating urban villages which encourage walking, cycling and more use of passenger transport and enable shorter car trips.

Note: please read this strategic action area alongside **City Form and Design** and **Economic Development**.

Council currently:

Is committed to accommodating future population household growth inside the current urban area, and where possible, near town centres and major transport routes.

Has notified its draft district plan which enables a mix of compatible uses to locate in or near town centres and enables people to operate home-based businesses in keeping with a residential environment.

Is actively promoting more local economic development.

Is strongly advocating a regional approach to urban development and transport which will result in a sustainable urban environment.

Council will:

1-3 years

Undertake further research into the relationship between the layout of activities in the City and car-based travel demand. Areas that particularly require more investigation are:

the impact on car-based travel as employment moves away from the Auckland City centre to employment centres across the region; and

the impact on car-based travel as the number of people working from home grows.

Improve roading networks in and around town centres ensuring they are pedestrian and cyclist friendly with good connections within at least a 1 km radius of the town centre.

Council currently:

Contributes to the Regional Land Transport strategy, which provides a framework for decisions about regional transport priorities. Council has advocated for greater recognition, in the strategy, of the social and environmental costs of transport.

Advocates to central government at every opportunity for more regional autonomy over transport system priorities and funds.

Has advocated for change to the benefit-cost methodology which Transit New Zealand requires Council to use to evaluate its projects. Council wishes to accommodate priorities which more truly reflect all costs and benefits of competing transport projects. A particular concern is that the current system penalises passenger transport projects by underestimating their potential benefits.

Has lobbied government to adopt measures which will ensure New Zealand meets the CO₂ reduction target agreed to by all countries (including New Zealand) who signed the Geneva convention on climate change. The target was to reduce net CO₂ emissions to their 1990 levels by the year 2005.

Council will:

1-3 years

Continue to advocate as above.

Ensure its own decision making is not driven by Transit New Zealand's benefit-cost methodology.

Compile information for local residents about the financial costs of using a car versus other modes of travel.

Support research into the measurement of "intangible" costs and benefits associated with transport projects such as pollution, noise, intrusion and safety.

Support research into new technology which would make it more feasible to charge road users directly for the use of roads.

Make submissions on the national land transport pricing study in 1996 advocating that transport decisions should reflect all relevant costs. Council will contribute by showing how factors which are often ignored could be incorporated into a cost-benefit framework.

Council currently:

Sets standards for road construction and design, car parking and subdivision to promote safety, and reduce noise and protect water quality.

Undertakes City-wide traffic management works to improve safety, including improvements to lighting, signage, intersections, road capacity, road humps, islands and central medians, in line with recommendations arising out of an analysis of accidents completed.

Tests vehicles for CO₂ emission levels on a voluntary basis through the Vehicle Testing Station.

Contracts the Police to undertake a Safety (Administration) Programme for the City, which includes community liaison and safety education, and policing safety regulations.

Has an asset management plan for transport which includes an 11 year road resealing programme to minimise road maintenance costs.

Council will:

1-3 years

Review its 1990 transport plan and adopt a revised plan which contains a programme for physical improvements to the transport system across the City. This will involve a detailed "on the ground" study of the City's transport infrastructure and will be based on the following key considerations:

- utilise innovative methods, such as swales and permeable surfaces, to minimise stormwater runoff;
- redesign intersections to make them safer and more people friendly;
- investigate a range of methods to ensure that roads are pedestrian and cyclist friendly, for example by incorporating cycleways, adopting traffic calming and speed reducing measures, and narrowing some streets; and
- build or link roads to reduce travel distances and car dependency.

Ensure that all roading in newly developed areas (such as Harbour View Estate and possibly the Birdwood area):

- meets the highest environmental standards;
- is designed to integrate rather than separate neighbourhoods; and
- is designed for pedestrians, cyclists, and passenger transport as well as cars.

Through the West Coast Plan address issues of traffic congestion and parking in popular West Coast locations.

Undertake a variety of road safety initiatives targeted at changing attitudes to drink-driving, speeding and other driver-based causes of road accidents.

Develop a programme for educating school children in Waitakere City about the environmental impacts of transport (by 1998).

4

Improve public transport services and increase their use by Waitakere City residents by researching and consulting on needs, investing in infrastructure, undertaking partnerships with and lobbying other parties.

Council currently:

Has undertaken a joint study with the Auckland Regional Council and Auckland City Council to improve passenger transport services within Waitakere City and to and from Auckland City recommendations of the Waitakere and Auckland Isthmus Passenger Transport Study (WAIPTS) include:

- more “feeder buses” improving access to Waitakere’s town centres and enabling people to connect more readily with trains or direct bus routes;
- bus priority measures to increase the speed of travel for buses along main routes;

Has advocated for a passenger transport terminal at Britomart which is more affordable than the current proposal with significantly reduced provision for car parking;

Advocates that ARC provide regional information about passenger transport services, and work towards integrated ticketing to facilitate more convenient transfers between passenger transport services;

Is consulting with Tranz Metro, particularly over Waitakere City’s approach to urban planning and the potential of urban villages in Waitakere City to enhance the viability of rail.

Council will:

1-3 years

Implement bus priority measures recommended by the WAIPTS study .

Cooperate fully with regional initiatives to introduce light rail or upgrade the existing rail system advocating Waitakere’s interests.

Develop a partnership with Tranz Metro (especially if upgrading the current rail system becomes the preferred option), encouraging and assisting with the upgrading of rail stations.

Support research into smaller scale, more flexible passenger transport services such as “shared ride” mini-buses offering door to door services.

3-5 years

Develop major transport centres at New Lynn and Henderson designed to facilitate transfers and co-ordinate services. Henderson to be completed by 1999 and New Lynn by 2001.

5

Encourage and facilitate the use of communications technology by Waitakere City residents, both as a substitute for transport activity and as a tool for distributing information and community broadcasting.

Council currently:

Distributes information to the public through City libraries. Services include CD-ROM access and the ability to browse the library catalogue from a remote site via the Internet.

Has its own World Wide Web site which provides information about Waitakere City aimed at tourists and investors, information about Waitakere's eco-city policies (including this Greenprint), and Council information including profiles of Councillors, meeting agendas and minutes, and Waitakere's District Plan.

Operates several dial-up Internet computer terminals within Council to provide staff with access to the information and broadcasting facilities of computers around the world.

Operates four Community Advice Bureaux which use CABInfo computer systems, and a Civil Defence network which uses the FireWeather information service.

Participates in Combined Local Authority Community Television (CLACT), which is seeking a non-commercial UHF licence for stand alone broadcasting and NZ On Air Funding for the Auckland region.

Is a participant in Telecom's trial of broadband telecommunications services (fibre optics) to 200 homes in New Lynn.

Council will:




1-3 years

Provide internet access to library users, and investigate other ways to improve community access to networked information services, including (in partnership with other agencies) information kiosks, Internet cafes and shared office facilities for teleworking.

Integrate Waitakere's World Wide Web site and Internet connections with Council's internal computer network, and expand the services offered to include e-mail to all staff, better information provision for ratepayers, and easier participation in political processes by Waitakere City residents.

Facilitate the installation of infrastructure that will provide Waitakere City residents with access to new telecommunication services, and in particular, investigate providing fibre optic connections to homes and businesses in town centres as an incentive to encourage people to live and work there.

TARGETS FOR THE 21ST CENTURY - TRANSPORT AND COMMUNICATIONS

| GREENPRINT TARGETS FOR THE YEAR 2001 | 1997/98 VALUE | TREND |
|---|---|---|
| Vehicle kilometres per capita travelled remain at 1996 levels. | 4,640 vehicle km per person per year (12.7 km/ person/ day) on all roads in the City (of which 4,076 km is on Council-maintained roads). |  |
| Proportion of people either working from home, or travelling to work by walking, cycling, passenger transport, or as vehicle passengers increased to 30%. | 20.2% based on a survey of residents |  |
| Number of transport related injuries and deaths in the City reduced below 290 per 100,000 population. | 323 injuries (including 10 deaths) per 100,000 people (for the calendar year 97) |  |

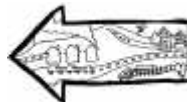
Key to trend arrows:



*Current trend is positive
(towards achieving our
eco-city vision)*



*Currently no
significant trend
(static)*



*Current trend is negative
(away from achieving our
target)*



Target achieved

ECONOMIC DEVELOPMENT

INTRODUCTION

Waitakere City's goal is to achieve greater economic independence. Developing a sustainable economy which provides more employment opportunities is fundamental to the eco-city vision.

The City seeks to build an economic base which is diverse, dynamic and innovative, and which contributes to the attainment of the City's eco-city goals.

This will be achieved by encouraging businesses to recognise the economic benefits of environmentally sustainable practices.

In the past, the West was characterised as a suburban area with a limited economic base. Manufacturing growth in the 1970s and early 80s associated with the period of protection from overseas producers was less significant in Waitakere City than in central and south Auckland. At the time this was seen as a disadvantage. Waitakere City received fewer indirect benefits through inter-industry linkages, from the flow-on business services and from the work-based spending of workers.

More than half of the City's workforce filled the road systems on a daily basis, commuting out of the City to work.

In the more competitive environment of the 1990s, Waitakere City's economy has been less severely disrupted by policy changes which affected heavy manufacturing. Other parts of the Auckland region were afflicted by the large scale industrial wasteland. These impacts have been far less visible in Waitakere City.

As memories of the recession fade and the Auckland region is once again enjoying business growth and optimism, Waitakere City is in a strong position to realise new opportunities

The City's economic base includes a substantial range of light manufacturing activity, most of it small scale and potentially export oriented. This sector is already geared towards opportunities in the leisure market (reflected in its strength in boat-building and related businesses), and is well placed to enter other high-tech niche markets. In addition, the City has a wide range of businesses responding to the demands of a growing population. Tourism, recreation, and social and health services have also increased their significance.

Managed carefully, these types of activities are compatible with achieving economic development in line with eco-city goals.

THE GREENING OF BUSINESS

The last 2-3 years has seen a leap in awareness by businesses of the importance of adopting environmentally sustainable practices. This has occurred as a result of several factors:

- **Consumers are becoming more demanding** and are choosing products that are proven to be environmentally friendly. In some cases they are prepared to pay a premium for this. This factor is particularly important for some of New Zealand's export markets. This country's clean green image gives it an advantage particularly in exporting food products to Asian markets because of the importance these markets place on ensuring products are "pure" and uncontaminated.
- **Good environmental management is good publicity.** A company can improve its image by being seen to care about its environment and about the local community it is part of. Highly successful major corporations such as the Body Shop and Ben and Jerry's Ice-cream have built their reputation on caring about the environment and the world that they operate within. As well as ensuring that their own practices are sustainable they undertake major sponsorship of environmental and community based projects and encourage active participation by their employees.
- **Regulations have become more stringent requiring higher environmental standards.** New Zealand's Resource Management Act has been held up around the world as a model of innovative legislation requiring businesses to meet tougher environmental standards. International research has shown that high environmental standards can encourage innovation and competition rather than penalising business. Germany has possibly gone further than any other country in introducing measures such as requiring companies to take back packaging from their products.
- **Companies are realising that environmentally friendly practices can save them money.** Cutting back on energy use, reducing waste, and eliminating the need for costly pollution reducing devices can save companies a lot of money. Even if they involve an initial outlay of expenditure the payback period is often much shorter than expected.

These incentives for companies to adopt "greener" practices will continue to become more significant. TRADENZ has recently introduced an environmental integrity programme and will be actively encouraging export oriented businesses to adopt the new ISO14000 environmental standard. This standard is a development of the ISO9000 quality standard and focuses particularly on the environmental practices of companies. Food manufacturers will be targeted first but other industries will also be encouraged to adopt the standard.

In addition, greater environmental awareness has produced a whole new market for environmental products and services - from environmental audit services to new, more environmentally friendly technology. If Waitakere City can place itself at the forefront of the green business movement the opportunities will be huge. Waitakere City could be a leader in promoting the clean green image that New Zealand enjoys overseas.

COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT

Council has a statutory responsibility to manage the adverse effects of business activity on the environment. Council has chosen to become involved in encouraging and promoting economic development because developing a strong, sustainable economic base will have some real benefits for Waitakere City and its community. As well as making the City a more interesting and dynamic place, a strong local economy will help reduce unemployment and will provide more opportunities for people who wish to work in the City rather than commute to jobs in other parts of the region. Sustainable economic development is at the core of Agenda 21 and Council can play an active role in facilitating it.

In doing so, Council recognises, however, that economic development and the location of business activities is influenced by many factors - most of them outside Council's direct control. A "traditional" approach to promoting economic development is to offer financial incentives, such as rates relief, to encourage businesses to locate in a particular area. But there are major risks associated with such an approach - for example other Councils can easily match these incentives. Businesses initially attracted by cheap rates are not likely to demonstrate long term commitment to that area and may move in response to a better offer. For these reasons Council has decided that financial incentives do not represent value for money for ratepayers. Waitakere would rather be perceived as a good place to do business than a cheap place to do business.

Council recognises that the most effective way of attracting businesses will be through making the City a more attractive place to live, visit and do business. If Waitakere is successful in projecting a clean green image right across the City, business will come of its own accord. This is really a cornerstone of Council's economic development strategy, although explicit policies can be found in the **City Form and Design** chapter.

Council also believes it has a valid role to play in **facilitating** the process of economic development by forming partnerships with the business community and other organisations, and working alongside them to achieve common goals. Promoting the City and providing useful information and assistance to businesses are important aspects of the facilitation role. In 1993, Council established an Enterprise Board to assist Council in this role. The Board's members have sound business experience as well as a commitment to the eco-city vision, and are well placed to help Council build effective business partnerships.

Although Council's economic development activities are geared mainly towards responding to economic development opportunities, Council is prepared to proactively target certain sectors. Council has undertaken some preliminary work which suggests that Waitakere City has a competitive advantage in growth sectors such as food processing, tourism, and some electronic and electrical machinery, and opportunities within these sectors will be pursued.

One important factor which is often overlooked is that Council, as one of the City's biggest businesses, contributes **directly** to the local economy. Council employs over six hundred people and spends money on providing and maintaining services such as parks, community facilities and water supply and drainage systems. The more of this money that Council spends locally, the greater will be the benefit to businesses in Waitakere City.

Finally Council sees itself in having a role to play in promoting employment and reducing unemployment in the City. Council believes that unemployment - particularly youth unemployment is one of the most serious issues facing Waitakere City. Although integrally linked with economic development, there are a number of reasons why economic growth and unemployment can coexist. These include:

- while the number of jobs in the City (and across the region) has been increasing so have the number of people in the work force - there are more people looking for jobs;
- recent economic growth has resulted particularly in the growth of jobs requiring a higher level of skills. If Waitakere City residents lack these skills, jobs will be filled by people in other parts of the region or may even remain vacant - while unemployed people without the necessary skills will remain unemployed; and
- there is some evidence that the lengthy recession has left a pool of long term unemployed or "unemployable" - people with few skills who lack the confidence to acquire even the necessary skills to return to the work force.

These factors mean that unemployment is, to a certain extent, an issue requiring separate treatment and policies that are specifically targeted. While Council does not see itself or the Enterprise Board as becoming more involved in employment programmes, there is an important role in liaising with groups and organisations to find solutions to problems

ECONOMIC DEVELOPMENT STRATEGY

An initial assessment of Waitakere's existing strengths which feature:

- a clean green image;
- accessibility;
- a stable labour force; and
- and an established base in tourism, leisure, horticulture, winemaking and related industries.

Council targets economic development policies towards these sectors:

- manufactured wood products;
- glass and ceramic products;
- electronic and electrical machinery;
- parts of the construction industry;
- communications;
- accommodation, restaurants and recreation (includes tourism); and
- food processing and beverages.

These sectors were selected because they are likely innovative growth industries of the next 5-10 years, are compatible with the eco-city vision, and are industries that Waitakere is well placed to attract. Further work needs to be undertaken before final analysis can be completed.

Council's favoured economic development strategy can be summarised as follows:

- making the City a more attractive place with a clean green image that attracts businesses;
- targeting new businesses which are environmentally sustainable, and which will develop strong links with other businesses in the City;
- being responsive and facilitating new business opportunities in Waitakere City;
- working closely with the existing business base in Waitakere City to strengthen its viability and encourage the adoption of more environmentally sustainable practices;

- working with agencies across the City to find solutions to unemployment in the City; and
- recognising the importance of Council's own role as an economic player in the City and ensuring expenditure results in maximum local benefit.

The focus of this strategy is on attracting businesses who gain their competitive edge from the eco-city vision and who will work to further that vision. Just as important however, are the City's existing businesses which have the potential to develop and which are also keen to be part of the eco-city vision.

Being tightly targeted, this strategy is designed to deliver maximum benefit at minimum cost. It is likely to attract businesses with a long-term commitment to the City, resulting in strengthening of the City's economic base and an increase in the number of jobs. Many of these jobs are likely to be filled by local residents resulting in a reduction in commuting which will have environmental benefits. (see **Transport and Communications** Key Focus Area).

The strategy will also reduce the City's economic dependence on the rest of the region and enable it to take more responsibility for its own economic wellbeing and for dealing with the environmental impacts of economic activities.

It should be noted that Council's approach to economic development over the next 5 years will be similar under all scenarios outlined in Part I, although it is probably most important to Scenario 2 - Sustainable City Form. This scenario is aimed at reducing the need to travel. A stronger economic base will tend to provide more local job opportunities, reducing the amount of commuting by local residents.

GUIDING PRINCIPLES for ECONOMIC DEVELOPMENT

Council aims its actions to be:

- ***Responsive:*** Council will adopt a "business friendly" approach to existing and prospective businesses without compromising environmental standards.
- ***Forward Looking:*** Council wishes to encourage businesses who have a long term commitment to the City and who locate in the City because it is a good place to do business rather than a cheap place to do business. Council also recognises the value of its existing business base.
- ***Empowering:*** Council recognises the wealth of "home grown" talent that exists in the City and will work in partnership with the community and business to nurture this talent.
- ***Holistic:*** Council will ensure that its economic goals are integrated with its social and environmental goals.
- ***Innovative:*** Council will encourage entrepreneurship and will target businesses which are leaders in their field.
- ***Non-parochial:*** Council recognises that some economic development initiatives will be more effective if a unified regional approach is taken.

ISSUES AND GOALS

ECONOMIC

| ISSUE | GOAL |
|-----------------------------|--|
| <i>Diversity</i> | <ul style="list-style-type: none">• Encourage a range of different types of economic activity so that the local economy is robust, adaptable, innovative and dynamic.• Promote and recognise a range of economic structures including corporates, family owned businesses, home-based businesses, community enterprises and cooperatives. |
| <i>Linkages</i> | <ul style="list-style-type: none">• Promote communication and cooperation between local businesses to increase economic viability, enhance learning and strengthen ability to respond to opportunities.• Promote transfer of information and technology between Waitakere City businesses and institutions involved in research and technology development.• Encourage linkages between Waitakere businesses and innovators locally, nationally and internationally. |
| <i>Developing Strengths</i> | <ul style="list-style-type: none">• Encourage business "clusters" which build on and enhance Waitakere City's natural strengths including a clean green image. |

ENVIRONMENTAL

| ISSUE | GOAL |
|---|---|
| <i>Interaction of economy and environment</i> | <ul style="list-style-type: none">• Achieve recognition that sustainable economic development is no possible without sustainable environmental management.• Encourage businesses to adopt sustainable economic practices and techniques which minimise adverse effects on the environment and use of finite resources/energy (i.e. - resources that can be used up and can't be replaced).• Encourage business which gains its competitive edge from promoting environmental sustainability - such as eco-tourism, and leaders in "green" technology. |
| <i>Effects of business location</i> | <ul style="list-style-type: none">• Encourage a pattern of business location which minimises adverse environmental effects - both local and global. |

SOCIAL

| ISSUE | GOAL |
|--------------------------|---|
| Employment | <ul style="list-style-type: none">• Encourage economic activity which provides more jobs giving more people the opportunity to participate in the paid work force.• Help foster local talent and local economic development ideas. |
| <i>Participation</i> | <ul style="list-style-type: none">• Assist people and communities to take responsibility for their economic wellbeing and for use of local resources.• Foster business structures which enable employees and the local community to help shape business decisions.• Encourage businesses to be good corporate citizens.• Recognise and value the contribution of all work - paid and unpaid. |
| <i>"Green Consumers"</i> | <ul style="list-style-type: none">• Encourage consumers to purchase products and services from businesses which can demonstrate environmentally sustainable practices.• Encourage consumers to buy locally produced goods and services. |
| <i>Wealth</i> | <ul style="list-style-type: none">• Promote a concept of wealth which is not just economic but includes all aspects of wellbeing - such as job satisfaction, environmental quality, and leisure opportunities. |

STRATEGIC ACTION PLAN

- 1** *Attract new business opportunities to Waitakere City, particularly targeting businesses that will benefit from and build on Waitakere's existing strengths.*

- 2** *Establish and develop a database of information about the local economy which will be commercially useful for existing and prospective businesses and will assist in the development of effective policy by Council.*

- 3** *Encourage visitors to Waitakere City, and encourage tourism related businesses, ensuring that environmental standards are maintained and that the City receives maximum economic benefit.*

- 4** *Work closely with existing and potential businesses to strengthen the business base and encourage adoption of environmentally sustainable practices.*

- 5** *Support initiatives to reduce unemployment and encourage business start-ups in Waitakere City.*

- 6** *As an economic player ensure that Council's expenditure maximises flow-on benefits to the local economy*

1

Attract new business opportunities to Waitakere City, particularly targeting businesses that will benefit from and build on Waitakere's existing strengths.

Council currently:

Promotes the City's clean green image and the benefits of doing business in Waitakere City at trade fairs, expos and through overseas trade missions.

Council will:**1-3 years**

Identify the key major players in each of the sectors identified above, and develop a programme for approaching each of these players about possible economic development opportunities within Waitakere City by 1997.

Complete the study of Waitakere City's competitive advantages to identify a more comprehensive and detailed list of industries to target by 1997.

Prepare a promotional campaign incorporating an investment package by 1997. The campaign will include:

- a video which promotes Waitakere City's clean green image and the opportunities for business opportunities in the City; and
- a documented profile of the local economy which gives an introduction to the key sectors and opportunities.

Use every opportunity to profile local businesses and promote success stories.

Through the Enterprise Board respond to all inquiries about business opportunities within Waitakere City and where appropriate facilitate proposals by linking potential investors with sources of finance, business services, potential suppliers, information about the City, and assisting in liaison with Council staff.

Complete a business immigration strategy which will help identify potential international investors to the City by 1997.

Through the Enterprise Board, help new and existing businesses by linking investors to those seeking finance and offering advice on matters such as business skills and legal issues.

3-5 years

Encourage a tertiary institution (or similar organisation) to locate in Waitakere City which is involved in research and development of energy efficient technology (or research relevant to other aspects of the eco-city vision). This would help attract new businesses with an interest in this area as well as having spin-off benefits for existing businesses and providing opportunities for labour force skilling.

2

Establish and develop a database of information about the local economy which will be commercially useful for existing and prospective businesses and will assist in the development of effective policy by Council.

Council currently:

Prepares periodic reports on the size and structure of the local economy and monitors changes in these over time.

Through the Enterprise Board has developed a database of businesses in Waitakere City with links to similar data bases throughout New Zealand. This is used by businesses wanting to find local sources of supply for products.

Council will:**1-3 years**

Continue to evaluate Waitakere City's position in the regional economy including size and structure of the economic base relative to the rest of the region and the extent to which the City is contributing to and benefiting from regional economic development.

Evaluate the physical distribution of economic activity in Waitakere including the demand for and supply of land in particular locations and the factors affecting these.

Undertake an annual survey of local businesses to monitor business perceptions of economic opportunities, response to economic conditions and satisfaction with Council policies.

Produce quarterly economic updates which inform Council of global, national and local economic trends and their likely implications for the Waitakere City economy.

Through the Enterprise Board develop databases to include information about businesses adopting cleaner production practices, availability of waste products suitable for reuse/recycling, vacant land/premises and other information likely to be commercially useful.

3

Encourage visitors to Waitakere City, and encourage tourism related businesses, ensuring that environmental standards are maintained and that the City receives maximum economic benefit.

Council currently:

Promotes the City through participating in events such as the Waitakere festival which increase the City's profile and attract income from outside the City.

Has established Lopdell House as a Regional Arts Centre.

Is engaged in a City revitalisation programme which will make the City a more attractive place to visit. Revitalisation of Titirangi Village which is currently underway, is seen as particularly important from a tourism perspective because of its role as "gateway to the ranges".

Works with Tourism Auckland and other organisations across the region on initiatives designed to promote the Auckland Region to tourists.

Takes every opportunity to promote the City overseas, through its Sister City connections, through trade and business expos, and through enabling the City to be filmed by overseas film crews.

Has completed a draft tourism strategic plan for Waitakere City - which is based on a vision "to be the leading eco-city in New Zealand tourism".

Council will:

1-3 years

Finalise and implement the tourism strategic plan.

Prepare a tourism marketing plan for Waitakere City based on the Eco-city brand platform.

Identify and facilitate new product opportunities and initiatives such as:

- an eco-lodge; and
- an Art and Cultural Heritage Trail (by 1998).

Work with local tangata whenua, pan tribal Maori and other cultural groups to assist in the development of quality cultural tourism products which communicate the diversity of Waitakere City.

Provide appropriate tourism infrastructure such as signage for attractions and activities within Waitakere City based on the eco-city platform.

Establish a visitor monitor to be undertaken at key visitor locations in the City.

Improve local industry stakeholder coordination and facilitate the development of a regional tourism industry committee.

Identify and facilitate special events based on the eco-theme and located around key tourism attractions - such as sporting and cultural events.

Facilitate investment in tourism by identifying opportunities and where required develop market demand and feasibility studies.

Through preparation of the West Coast plan work closely with the West Coast community to determine the appropriate level, type and location of tourism development for the West Coast.

Council currently:

Through the Enterprise Board operates a Business Grow programme which involves approaching businesses across the City and offering a range of business advice to those interested in expansion.

Has introduced a “Buy Waitakere” scheme designed to encourage local businesses and the community to support the local economy.

Develops and maintains links with key organisations such as the Chamber of Commerce, local business associations, TRADENZ and Unitec.

Through the Enterprise Board uses the Businesslink database to help businesses find local suppliers of imported products.

Has a cleaner production programme which involves running seminars for local businesses to assist them to adopt cleaner production techniques.

Has adopted rules in its new District Plan which reflect requirements for environmentally sustainable business practices.

Has adopted rules in its new District Plan which enable home-based businesses which are compatible with a residential environment.

Offers business awards for businesses in the City which meet environmental standards and are high achievers.

Council will:

1-3 years

Change its focus and that of the Enterprise Board to promote green business initiatives more strongly.

Inform all Business Grow clients of the benefits of and opportunities for adopting more environmentally sustainable practices.

Actively seek out and promote corporate sponsorship of local community and environmental projects - projects which will deliver real benefits to Waitakere City as well as enhancing the image of the sponsoring businesses.

Ensure that all courses and advisory services offered by the Enterprise Board include a green business module.

Ensure business plans that the Enterprise Board assists with will include specific consideration of measures to maximise energy efficiency, reduce pollution and adopt other more environmentally sustainable practices.

Through the Enterprise Board target businesses which threaten the City's environmental goals (for example businesses that breach Council rules) and offer assistance to adopt more environmentally sustainable practices.

Produce a green business plan by 1997 which develops the initiatives outlined above and considers others such as:

- providing an ethical investment fund; and
- introducing green product labelling for Waitakere businesses that meet environmental criteria.

Through the Enterprise Board host green business seminars which cover topics such as cleaner production, green product labelling, ISO 14000, and socially responsible investment.

Note: many of the actions under the other strategic action areas are expected to provide more jobs and therefore more employment opportunities for local people.

Council currently:

Through the Enterprise Board runs employment training courses, assists in the preparation of business plans for new businesses, offers a range of business skills courses, and leases venture unit spaces to new businesses unable to commit to long-term leases.

Has prepared a consultation document which expresses a strong concern about unemployment - especially long-term unemployment - in Waitakere City, and the social problems (such as loss of self esteem, substance abuse and violence) which often accompany unemployment.

Council will:

1-3 years

Prepare an employment strategy by 1997 after consulting extensively with stakeholders including:

- schools;
- community groups;
- business groups;
- employment agencies;
- unemployed people;
- Maori and Pacific Island groups; and
- Youth Council.

Address the most effective ways to reduce unemployment and focus on issues such as:

- ensuring employment training is targeted at providing skills which are being demanded by the market;
- putting in place specific programmes for people who have been out of work for an extended period;
- increasing education levels; and
- targeting groups such as Maori where unemployment levels tend to be particularly high. Council will work closely with Waipariera Trust which provides an excellent model for employment and small business training.

Investigating more innovative ideas for business start-ups including “enterprise facilitation” - a model based on assisting people in Waitakere who have business ideas to bring them to fruition. The model differs from the traditional approach to business start-ups in that the focus is on nurturing the individual to enable them to realise their full potential rather than offering specific business skills and advice. Its also about developing extensive networks and putting people in touch with the people that can help them.

3-5 years

Encourage the targeting of employment training programmes in Waitakere City towards providing skills which would be attractive to businesses that have put in place environmentally sustainable practices.

6

As an economic player ensure that Council's expenditure maximises flow-on benefits to the local economy.

Council currently:



Has undertaken a study to assess the wider economic benefits of its own expenditure to the Waitakere City economy and to assess ways in which the benefits could be increased.

Council will:

1-3 years

Review its purchasing and tendering policy to ensure that, where reasonable, Council gives preference to local suppliers.

TARGETS FOR THE 21ST CENTURY - ECONOMIC DEVELOPMENT

| GREENPRINT TARGETS FOR THE YEAR 2001 | 1997/98 VALUE | TREND |
|--|--|---|
| 60% of the Waitakere workforce is employed within the City. | 42% of workers resident in Waitakere City had jobs within the City (based on phone survey) |  |
| Total number of businesses in the City is increasing faster than the Auckland average. | 10,014 businesses operated in the City in 1997 |  |
| 80% of businesses participate in recycling or other environmental initiatives. | 68% of businesses use environmentally sustainable practices in their core business (based on a survey in December 1997) | ✓ This is the first time this has been measured |

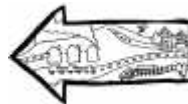
Key to trend arrows:



Current trend is positive
(towards achieving our
eco-city vision)



Currently no
significant trend
(static)



Current trend is negative
(away from achieving our
target)



Target achieved

INTRODUCTION

The people of Waitakere live in a uniquely beautiful environment.

Waitakere is a green City - look at an aerial photo! - with the Waitakere Ranges at its heart. No other City in New Zealand has the extent of native bush that we do in Waitakere City.

We are also a coastal City: virtually an island, with rugged surf beaches to the west and the calmer Waitemata and Manukau harbours to the east and south.

The people of Waitakere have a commitment to retaining the clean greenness that sets our City apart from the others.

This Key Focus Area considers how, in an eco-city, people interact with the natural environment; bush, wildlife, coastal areas, streams and rivers, wide open spaces, land forms, and local green space.

It also considers how people interact with history; this includes historic sites and buildings, but also history in the sense of legends, stories of past events, ancestors, language, and the rest of the collective knowledge which shapes cultural identity.

The focus of this chapter is on those things in the environment which people see and therefore value. This is only one part of environmental management - the other part concerns looking after those things which people do not directly experience but which nonetheless are essential to a healthy environment, like the ozone layer or the health of soil micro-organisms.

Clearly the preservation of *taonga* like trees, shellfish beds and land forms is only worthwhile if the overall health of the environment is also being preserved. But humans have a very poor record of understanding natural processes we never began to understand the functioning of the ozone layer until we discovered a hole in it the size of the USA. Looking ahead beyond 2000, we do not know what the environmental problems are going to be.

What we *can* know, however, is some general principles about what kinds of human activities are likely to be harmful. The whole of the Greenprint is concerned with these issues; identifying the principles by which humans must live in order to achieve environmental sustainability.

Central among these principles is to minimise what we take from the environment (in terms of energy and resources) and what we discard to the environment (in terms of waste). So this chapter on *taonga* does not stand alone; it needs to be read in the context of the whole Greenprint, especially the chapter on Energy, Resources and Waste.

This chapter talks about a range of natural and heritage assets, all of which are included in the word *taonga*. *Taonga* are a community's greatest treasures; they enrich everyone's lives. As a community, we have a clear responsibility to protect and preserve these *taonga* and to ensure that they are there for future generations. But there are many ways to achieve this.

COUNCIL'S ROLE WITH RESPECT TO TAONGA

Under the Resource Management Act central, regional and local government are responsible for achieving sustainable management, and for actively protecting the natural environment. This means ensuring that human activities stay within natural limits and do not "overload" the capacity of the natural environment (sustainable management) and also ensuring that significant plants and wildlife, landscapes, heritage and cultural values are protected.

Waitakere City Council's particular responsibilities include setting objectives, policies and methods for the management of the effects of land-use activities which take place within Waitakere City.

Council also has statutory power - either in its own right under RMA or with shared authority alongside the Regional Council - over stormwater and sewage collection, discharges into air and water, over noxious plants and animal pests, hazardous substances and natural hazards, the protection of soils and preventing erosion, and over activities affecting the surface of rivers or lakes.

The Regional Council has primary responsibility for the management of the coastal area below Mean High Water Spring and of the water in streams and rivers.

Under Agenda 21, local authorities play a central role in achieving global objectives by educating and mobilising the public and by promoting sustainable development. There is also a vital role for local government in preserving biological diversity, by ensuring that the full range of plants, animals and ecosystems in each local area survive and are nurtured for their own sake, and for the sake of future generations.

Council has the authority to make rules protecting trees, streetscapes, landscapes and other valued features within the City's boundaries through the District Plan. Council also has some authority to protect individual buildings, in co-operation with the Historic Places Trust.

Council owns and maintains an extensive parks and reserves network, and works closely with the Auckland Regional Council, which owns and manages the Centennial Memorial Park and the water catchment areas in the Waitakere Ranges. The Corban Estate and Winery and the Harbour View property in Te Atatu are two major areas of land over which Council has direct control.

STRATEGY FOR PROTECTING TAONGA

Taonga are a community's treasures; those things which the community wishes to protect, preserve and enhance.

Council will continue to provide a high level of protection for the City's natural and heritage treasures. But the basis of its strategy for managing taonga over the next 20 years will be **involving the community** in:

protecting and restoring their environment and bringing nature, history and heritage into everyday life; and

creating a Green Network which links the Waitakere Ranges through the urban area along streams and across open space to the sea.

This strategy will be implemented in different ways over the next 5 years depending upon which of the scenarios outlined in Part 1 is preferred by Council.

PRIORITIES FOR THE NEXT FIVE YEARS

Scenario 1 - Natural environment and Resource Base

This strategy would place emphasis on the City's rural and wilderness areas. Weed and pest control, and the development of the Green Network in rural areas and along streams, would be major priorities. Council would work closely with landowners and developers to ensure that development is carefully managed for its environmental effects, to direct development away from environmentally sensitive areas, and to seek environmental benefits through creating ecological linkages.

Scenario 2 - Sustainable City Form

The highest priority under this scenario would be protecting the heritage, open space and natural assets which give beauty and a sense of context to Waitakere's town centres. The Green Network would be most important where it followed the road network into town centres, linked town centres with urban streams, and provided for a network of walkways and cycleways around the City. Council would work with businesses and residents of town centres to build a sense of community and to provide the open space and recreation opportunities needed to balance a higher housing density.

Scenario 3 - Urban Environment and Amenity

The suburban areas where most of Waitakere's population live would reap the greatest benefit under this scenario. The streetscape qualities and 'open feel' which residents value would be as much a priority for protection as specific heritage sites. The Green Network is important here too, but has another emphasis - adding to the amenity of the suburban area and bringing the visual backdrop of the Waitakere Ranges into the City. Council would seek to involve as many people as possible in achieving this vision, for example involving the community in planting trees, organising cultural events, and promoting business sponsorship of revegetation projects.

GUIDING PRINCIPLES for TAONGA

Council aims its actions to be:

- ***Responsive:*** recognising the diversity of communities within the City, and the right of each community to define the taonga which are precious to them.
- ***Inspiring:*** demonstrating a genuine love of, and respect for, the natural world and for our history and heritage.
- ***Considered and Careful:*** based on the best available knowledge about the natural world, and the City's cultural and built heritage, while still recognising the gaps in our knowledge, and adopting a precautionary approach which avoids placing our taonga at risk.
- ***Empowering:*** encouraging individuals and groups to get involved in protecting their own environment and heritage.
- ***Holistic:*** recognising that sustaining the life-supporting capacity of the environment and its ecosystems is fundamental to protecting taonga.

ISSUES AND GOALS

ENVIRONMENTAL

| ISSUE | GOAL |
|-----------------------|---|
| <i>Stewardship</i> | <ul style="list-style-type: none">• Recognise the place of humans as part of the natural world and our role as stewards, rather than as owners or controllers of nature. |
| <i>Tangata Whenua</i> | <ul style="list-style-type: none">• Facilitate the vital role of kaitiaki in safeguarding the health of the physical and spiritual environment. |
| <i>Conservation</i> | <ul style="list-style-type: none">• Protect the natural functioning of ecosystems and the health of the natural and physical environment, recognising that everything in the natural world has an intrinsic value regardless of whether it is used or enjoyed by humans.• Protect, conserve, restore and enhance those places which have particular value to the community. This includes streams, waterways and coastal areas, outstanding landscapes, the habitat of native plants and animals, and heritage sites.• Increase the area, distribution and quality of native bush in the City, recognising that native bush and native wildlife are especially important elements in the distinctive character and ecology of Waitakere City.• Recognise, also, that many non-native trees are valued and have a legitimate place in our City.• Protect the diverse range of plants and wildlife and the ecosystems they depend on, especially those unique to this City. |
| <i>Linkages</i> | <ul style="list-style-type: none">• Manage human activities in a way which takes into account the links between land, water, air, energy, ecosystems, human activities and built structures.• Establish physical links joining up isolated pockets of bush and enhancing the City's stream network and open spaces as natural corridors from the bush to the sea. |
| <i>Understanding</i> | <ul style="list-style-type: none">• Work to continually improve Council's and the community's understanding of the natural environment and of sites of heritage significance.• Monitor the state of the environment and the effects of Council's policies and of people's actions. |

ECONOMIC

| ISSUE | GOAL |
|-----------------------------|--|
| <i>Sustainable Use</i> | <ul style="list-style-type: none">• Work towards an economic base which is environmentally sustainable and which avoids removing precious resources from the environment, or disposing of waste in an environmentally damaging way.• Give special encouragement to those economic activities which actively benefit the environment and promote sustainability. |
| <i>Environmental Assets</i> | <ul style="list-style-type: none">• Ensure that the value of environmental and heritage assets is not underestimated or ignored in economic decisions.• Actively promote Waitakere City's natural strengths including its beautiful environment and its clean green image. |
| <i>Tangata Whenua</i> | <ul style="list-style-type: none">• Recognise that taonga are the economic base for iwi, and that iwi have a major role in achieving the sustainable management of their taonga. |

SOCIAL

| ISSUE | GOAL |
|-----------------------|---|
| <i>Tangata Whenua</i> | <ul style="list-style-type: none"> • • Work with iwi to protect and restore taonga, because this will reinforce and strengthen the mana of whanau, hapu and iwi. • Achieve community recognition of the role of iwi and of kaitiaki in the management and protection of the natural environment. |
| <i>Responsibility</i> | <ul style="list-style-type: none"> • Encourage individuals to act responsibly and to have a positive impact on the natural environment and on heritage sites. • As a Council to act responsibly, with special regard to the regional and global impacts of activities occurring within Waitakere City. |
| <i>Everyday Life</i> | <ul style="list-style-type: none"> • Make heritage live by bringing the bush into the City and the past into the present, integrating the natural environment and the City's heritage into everyday life. • Encourage people to experience and enjoy natural environments. • Recognise the contribution that a beautiful environment makes to individual and community wealth and wellbeing. |

STRATEGIC ACTION AREAS

1 *Construct a Green Network which links existing open space, streams and bush remnants into an ecologically continuous network extending from the Ranges, along the stream and road networks, and across open spaces, to the sea.*

2 *Foster a caring attitude towards the natural environment, including the responsible use of resources, and foster community recognition of the role of tangata whenua and of kaitiaki in the management of natural resources.*

3 *Protect and restore Waitakere City's bush, its plants and wildlife, and the diversity of the ecosystems which are native to this area, and foster community pride and community involvement in protecting the City's distinctive natural ecosystems.*

4 *Protect and restore the natural character of the City's coast, its streams, rivers and lakes, and its estuaries and wetlands, and foster community pride and community involvement in our aquatic environments.*

5 *Protect Waitakere City's land forms and landscapes, ridgelines, skylines and views, control the impacts of development and the environmental effects of rural activities, and ensure that the special character of the rural areas is preserved.*

6 *Ensure the survival of the City's built heritage in a way which recognises local, regional and national significance and context, and promotes heritage values as an important part of people's everyday lives.*

1

Construct a Green Network which links existing open space, streams and bush remnants into an ecologically continuous network extending from the Ranges, along the stream and road networks, and across open spaces, to the sea.

Council currently:

Has identified and mapped a Green Network consisting of the margins of streams, rivers and lakes, coastal margins, areas of native bush, and linkage areas which have the potential to be replanted as “ecological corridors” between isolated bush fragments.

Has provided in the District Plan for strict management of activities within the Green Network to protect native bush, natural waters and native wildlife and to encourage bush regeneration.

Council will:**1-3 years**

Implement non-regulatory methods to enable, encourage and assist the creation of Waitakere’s Green Network.

The Green network idea actually spans most of the key focus areas because it will fulfil many purposes. It will be used:

- to protect significant vegetation and wildlife habitats;
- to develop ecological corridors which will allow for the movement of wildlife, and the slow migration of plants;
- to protect significant land forms;
- to protect water quality in streams and waterways bordered by the network;
- to make the City a more attractive place visually;
- potentially to service households and businesses needs - for example by providing the opportunity for land based sewage disposal, or siltation ponds;
- as a flood protection tool;
- to provide public access to and along the coast, streams, lakes and other waterways;

- to help integrate the City's natural and urban environments; and
- to help create a new City form based on the concept of a series of higher density "villages" or "nodes" - separated from one another by the green network, but also linked by means of walkways and cycleways.

Steps towards achieving this will include:

Developing guidelines for the proposed Green Network that private landowners, community groups and Council can follow. These guidelines will include a programme of planting and habitat restoration, signage and access walkways, and other guidelines to achieve the ecological and social goals of the Green Network.

Taking steps to minimise the risk of pests and weeds being spread through the Green Network.

Identifying the best mechanism for developing different parts of the network. Options include:

- purchasing land;
- requiring developers to make reserves contributions or provide funds which can be used to purchase land;
- encouraging voluntary covenants to provide legal protection for areas of privately owned land; and
- encouraging and assisting groups such as private landowners, community groups and schools to take part in planting, habitat restoration, water quality monitoring and wildlife protection.

2

Foster a caring attitude towards the natural environment, including the responsible use of resources, and foster community recognition of the role of tangata whenua and of kaitiaki in the management of natural resources.

(See also **Energy, Resources and Waste**)

Council currently:

Is committed to meaningful dialogue with tangata whenua, through supporting relevant initiatives of Te Kawerau a Maki and Ngati Whatua through the Taumata Runanga and through Council's Maori Unit.

Has a Solid Waste Management Policy where the emphasis is on reducing the amount of waste generated in the City by encouraging people to make responsible choices, and by making it easier for households and businesses to recycle.

Funds and facilitates a range of community arts projects on eco-city themes.

Supports community conservation initiatives, for example the rahui prohibiting the taking of shellfish from Karekare beach, which involves the local community in partnership with tangata whenua, Council, the ARC and the Ministry of Agriculture and Fisheries.

Works with local schools, encouraging children to develop a love of nature and a sense of their responsibilities towards other living things, for example through schools' art projects and tree planting programmes.

Holds community tree plantings to plant a tree for every baby born in Waitakere City.

Council will:

1-3 years

Expand Council's public education role, especially in the areas of water conservation, sewage and stormwater management, and the need to preserve bio-diversity.

Work with Iwi to plant species for cultural harvest on public land.

3

Protect and restore Waitakere City's bush, its plants and wildlife, and the diversity of the ecosystems which are native to this area, and foster community pride and community involvement in protecting the City's distinctive natural ecosystems.

(See also **Green Network Strategy; Strategic Action Area 1**)

Council currently:

Owns and maintains a network of parks and reserves, and works closely with other open space providers¹.

Has an active program to control noxious plants and animal pests. This includes publicity material and District Plan regulations to discourage residents from planting garden species which can become weeds in native bush.

Enforces a range of planning controls and bylaws aimed at protecting native bush and maintaining the natural character of the Waitakere Ranges.

Is actively planting native trees at the City's gateways and focal points, along roads and in parks.

Provides funding and support to the Keep Waitakere Beautiful campaign, a community-based project to reduce litter, plant trees and improve the appearance of neighbourhoods.

Council will:

1-3 years

Produce guidelines for Council and the community in planting native trees, using the principles of eco-sourcing (obtaining trees from local stock) and eco-siting (planting trees in positions similar to where they would naturally occur). These will take the form of:

- a "revegetation kit" sent to households in the City, providing guidelines on how to plant trees which reflect the ecosystem of each local area;
- a roadside tree planting strategy, and a parks tree planting strategy to guide; and
- Council and community tree planting projects.

Develop a reserves management strategy to guide the development of management plans for all parks and reserves in the City.

¹ (Note: Centennial Memorial Park is owned by the Auckland Regional Council; the Water Catchment areas are owned by the Auckland Regional Services Trust, and smaller areas of land are owned by Department of Conservation, Forest Heritage and other organisations).

4

Protect and restore the natural character of the City's coast, its streams, rivers and lakes, and its estuaries and wetlands, and foster community pride and community involvement in our aquatic environments.

(See also **Green Network Strategy; Strategic Action Area 1**, and **Energy, Resources and Waste Strategic Action Area 2**)

Council currently:

Owns and manages the esplanade reserves along streams and rivers, around lakes and wetlands, and around the coast.

Enforces rules concerning activities on land which can affect the quality and quantity of natural waters - this role is complementary to the role of the Regional Council which has responsibility for the water itself.

Monitors, with the Regional Council, the water quality of the City's streams and beaches.

Where necessary, works towards restoring water quality and quantity, especially in areas used for recreation. For example, the Piha and Karekare streams are polluted and unsuitable for bathing a major study is underway to isolate the sources of this pollution and to identify possible means of fixing the problem.

Works to control aquatic weeds and pests, for example duckweed, has encouraged the community to become involved in cleaning up local streams through the "Keep Waitakere Beautiful" programme.

Has designated riparian areas in the District Plan and provided for strict controls on activities in these areas which could degrade stream habitat quality.

Council will:

1-3 years

Work with the National Institute of Water and Atmospheric Sciences (NIWA) to develop a monitoring programme which assesses the health of urban streams.

Establish policies to guide Council and private landowners in the management of stream margins and provide information about practical ways of protecting water quality and of ensuring a healthy habitat for native wildlife.

Organise an "Adopt a Stream" programme involving schools and local businesses in taking care of local streams.

Improve public access to and along streams, estuaries and the coast, for example by constructing walkways and accessways for people with disabilities.

Promote an aquatic theme for City recreation.

Support the establishment of a marine reserve network protecting at least 10% of the City's coastline.

Produce a West Coast Plan to guide activities and development in this highly sensitive area.

5

Protect Waitakere City's land forms and landscapes, ridgelines, skylines and views, control the impacts of development and the environmental effects of rural activities, and ensure that the special character of the rural areas is preserved.

Council currently:

Has identified outstanding landscapes and land forms, and landscape elements such as skylines and views within the City, and made provision in the District Plan for their protection.

Is working closely with communities in the City to find the best ways of protecting the beauty and historic quality of areas within the City.

Has a policy of protecting the foothills of the Waitakeres as a "green belt" between the City and the Ranges.

Council will:

1-3 years

Look at possible ways of providing expert advice to farmers and horticulturalists who want to adopt environmentally sound methods, and assist producers to find niche markets for organically grown produce.

Co-ordinate a "structure plan" for the Oratia area to provide for economically viable use while protecting the beauty and natural features of the area.

6

Ensure the survival of the City's built heritage in a way which recognises local, regional and national significance and context, and promotes heritage values as an important part of people's everyday lives.

Council currently:

Employs a City Historian whose role is to research and publicise the history of the City, and to ensure that the City's historical records and oral history are preserved.

Maintains a database of buildings, sites, items and places within the urban area which have heritage value, and where appropriate provides protection for these under the District Plan.

Intervenes to protect significant heritage sites which are in danger, e.g. Falls Hotel, Mill Cottage, Corban Estate and Winery.

Gives rates relief to orchards and vineyards in the urban area, tangible reminders of the City's early European history.

Supports Lopdell House as a cultural and arts focus for the City.

Is supporting Henderson's 150th anniversary celebrations.

Council will:**1-3 years**



Facilitate moving the Falls Hotel to a prominent position and restore it as a heritage focus for the Henderson Centre.

Provide resources for tangata whenua initiatives for the protection and restoration of taonga.

Develop a Heritage Strategy which will include:

- Criteria to identify important cultural and heritage values;
- Council taking an active role in identifying, recording, and arranging protection for heritage items and areas, including community focal points and streetscapes;
- ensuring that Council's heritage policies reflect the variety of contexts and communities within the City;
- Council taking an active role in encouraging residents to know, understand, respect and protect their heritage; and
- use of design elements to protect special heritage features and areas.

TARGETS FOR THE 21ST CENTURY - TAONGA

| GREENPRINT TARGETS FOR THE YEAR 2001 | 1997/98 VALUE | TREND |
|--|---|---|
| Fish counts in urban streams are monitored, and show a variety of native fish species present. | Stream surveys in 1998 found six native fish species present of which three were common, two occasional and one rare. |  |
| 100,000 eco-sourced native trees and plants planted in the City. | 103,000 eco-sourced trees and plants have now been planted | ✓ |
| Bird counts in urban bush remnants are monitored, and show a variety of native bird species present. | Bird counts in 1998 recorded: 5 tui 9 fantail 0 kereru |  |

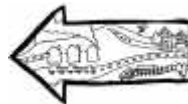
Key to trend arrows:



*Current trend is positive
(towards achieving our
eco-city vision)*



*Currently no
significant trend
(static)*



*Current trend is negative
(away from achieving our
target)*



Target achieved

CITY WELLBEING

INTRODUCTION

Fundamental to the eco-city vision and to Agenda 21 is a desire to create a society where people are able to enjoy a high quality of life, irrespective of income. Physical and mental health, safety, education, housing, leisure and recreation are the main focus of this chapter. These are some of the key factors that contribute to the general wellbeing of the people of Waitakere City.

Of course there are many other factors which contribute to wellbeing, many of which are considered in other parts of the Greenprint. The general attractiveness and amenity of the City provides opportunities to enjoy the City's natural environment. Access to employment opportunities, for example, are discussed in **City Form, Taonga, Economic Development, and Transport**. Viewed in this way the whole Greenprint is about wellbeing.

There are also personal and spiritual dimensions to wellbeing including family life and personal relationships, which are extremely important. While Council has limited control over these factors, the eco-city vision should result in a more caring and nurturing society, where personal and spiritual wellbeing can thrive. Council's approach of developing community partnerships (see **Communities**) is geared towards this outcome.

We live in a rapidly changing environment with central government now playing a reduced role in delivering services in areas such as health and housing in particular. People's attitudes are also changing. People want to be informed so that they can make decisions about their wellbeing - they want to be "smart" about looking after themselves, their future and their children's future and are no longer content to rely solely on "professional" advice.

Waitakere City is made up of a diverse range of communities. Each of these has differing needs, with differing means and abilities to access services and facilities. Council's vision is for a city where these differences are recognised by ensuring that high standards and adequate choice of services in the areas of health, education, housing and leisure, are everyone's right irrespective of monetary wealth and income.

COUNCIL'S ROLE IN CITY WELLBEING

Local authorities were originally created to ensure that the public health needs of communities, such as clean water and safe disposal of sewage and refuse, were met. Councils fulfilled these functions by providing public health services such as water supply, sewerage and refuse, and by setting and enforcing public health standards controlling the private provision of services such as housing and food premises.

While these roles are still important, councils now perform a diverse range of functions in relation to health, safety, housing, education and leisure. Some of these are required by legislation while others are by choice. One of the central pieces of legislation for Council is the Local Government Act, 1974, which gives Council the mandate to facilitate the preservation of the health and wellbeing of its residents. Council has considerable scope in interpreting its responsibilities under this Act.

In some cases Council is a direct **service provider**. For example it provides public health services, housing for older adults, and a range of leisure and recreation facilities. It also supplies roads which provide access to many services. Council is not limited to providing services in these areas - as long as it can justify its involvement it can deliver other, less 'traditional' services. In the housing arena, for example, there is the opportunity for Council to become involved in developing innovative forms of housing (such as at Harbour View Estate) to demonstrate that they can be commercially viable.

Regulation is also an important role for Council in contributing to city wellbeing. A number of statutes spell out Council's legislative responsibilities, such as the:

- **Building Act 1991;**
- **Health Act 1956;**
- **Food Hygiene Regulations 1974;**
- **Civil Defence Act 1983; and the**
- **Bio-securities Act 1993.**

Council has a significant legislative role to play particularly in relation to housing where Council's District Plan and Building Bylaws directly increase the location, in the City. Indirectly these regulations also influence the affordability and amount of housing provided.

Waitakere City Council has chosen to undertake a **facilitative** role, acting as a vital link between service providers and the community and encouraging communities to take greater responsibility for their own health and wellbeing. This role is, in fact, central to Agenda 21 and is fulfilled by developing a wide range of partnerships - an approach which Waitakere is fully committed to. Partnerships are currently best developed in the areas of leisure and health and safety but are being developed in a range of areas spanning housing, education and social welfare.

Council is very active in **lobbying** central government in relation to a wide range of wellbeing issues including housing affordability, access to health services, truancy, pupil-teacher ratios, and location of new schools.

Finally Council has a critical role to play in **monitoring** the wellbeing of its residents. It is currently in the process of working with the community to set up a series of wellbeing indicators. By developing these indicators Council will be in a stronger position to work with the community to determine local needs and enhance wellbeing.

COUNCIL'S STRATEGY FOR CITY WELLBEING

Clearly Council has made a choice, in implementing Agenda 21, that it will go beyond its legislative requirements and take an active role in promoting the wellbeing of the people of Waitakere City.

Council supports a holistic view of wellbeing, recognising the interlinkages between the natural, social and economic environments and their impact on quality of life. Council also believes that it is of critical importance to recognise the diverse needs of the city's residents and to provide a range of **choices** to meet these needs.

Council's strategy is best illustrated in the approach it has taken to health and safety in recent years. In the health and safety arena, Council is participating in a number of closely interlinked programmes and projects with a network of health providers throughout the City. These include other layers of government such as Income Support Services, ACC and Housing New Zealand, Plunket, health service providers such as hospitals and community based medical centres, tangata whenua, Pasifika Health, Mental Health Foundation, schools, businesses, sports groups, providers of leisure and recreation facilities, and childcare service providers. Although this list is long it is by no means exhaustive.

Over the next few years Council will broaden its focus by extending its involvement particularly into the areas of education and housing. Partnerships and networks are currently being developed with service providers in these areas. There is also increased recognition that an integrated approach to health, safety, leisure, education and housing will be most fruitful. To this end partnerships between sectors will be actively pursued.

Council's involvement in wellbeing would be similar over the next 5 years under each of the 3 scenarios described in Part I.

GUIDING PRINCIPLES FOR CITY WELLBEING

Council aims its actions to be:

Forward looking: recognising that today's actions will affect the future wellbeing of people, including those not yet born.

Innovative: looking for new ways of addressing the health and wellbeing of residents.

Holistic: addressing the physical and spiritual needs of the community through focusing on good health and safety practices, especially preventative measures.

Responsible: setting an example through its own actions in the areas of health and safety and general wellbeing.

Empowering: supporting communities to meet their wellbeing aspirations, by bringing together service providers and "consumers" within the community.

Responsive: ensuring that services are provided in a way that is culturally sensitive and meets the needs of different groups within the community.

Just: ensuring that all residents have ready access to a full range of wellbeing services

ISSUES AND GOALS

SOCIAL

| ISSUE | GOAL |
|----------------------------------|---|
| <i>Participation</i> | <ul style="list-style-type: none"> • Recognition that being able to take part in society is an important part of a healthy lifestyle. • Reduced barriers to participation such as those relating to access and wealth. |
| <i>Access</i> | <ul style="list-style-type: none"> • Access to a full range of wellbeing services for all residents. • Access to the natural environment as this increases many people's wellbeing. • Building design and layout which enables all people to readily use facilities provided. |
| <i>Community Responsibility</i> | <ul style="list-style-type: none"> • Increased responsibility by society for those needing care such as children, older people and the sick. • Greater community involvement with service providers in the development and provision of wellbeing services. |
| <i>Individual Responsibility</i> | <ul style="list-style-type: none"> • Increased understanding of, and responsibility by people for the impacts of their actions (such as smoking, drug taking, drink-driving), on themselves and others. |
| <i>Diversity of Needs</i> | <ul style="list-style-type: none"> • Recognition and increased publicising of the diverse health, leisure, housing and recreation needs of different groups in society such as tangata whenua, Pacific Islands people, children and older people. • Greater choice in range of services provided such as non-traditional health services, and alternative housing types and educational choices. • Increased understanding of different groups in society such as mental health consumers. |
| <i>Knowledge</i> | <ul style="list-style-type: none"> • Increased understanding by people of education, health, and housing issues, choices, and rights. |

ECONOMIC

| ISSUE | GOAL |
|-----------------------------------|--|
| <i>Interdependencies</i> | <ul style="list-style-type: none">• Increased recognition of the links between the economy and wellbeing. For instance, a healthy and safe work force will be more productive; people are more likely to shop in areas they feel safe in and higher educational levels are likely to result in reduced unemployment. |
| <i>Equity</i> | <ul style="list-style-type: none">• An equitable share of national health, safety and leisure, education and housing resources for the City. |
| <i>Business Health and Safety</i> | <ul style="list-style-type: none">• Safer and healthier work practices and work places within the City. |
| <i>Client Focus</i> | <ul style="list-style-type: none">• Service providers who are more responsive to the needs of Waitakere City residents. |
| <i>Efficiency</i> | <ul style="list-style-type: none">• The development of services which best meet the City's needs in a cost effective way.• Recognition of the economic benefits of locally provided services including employment, spin-offs to other businesses, and reduced travel costs for consumers. |

ENVIRONMENTAL

| ISSUE | GOAL |
|--------------------------------------|---|
| <i>State of Environment</i> | <ul style="list-style-type: none">• Environmental quality at a level that enhances rather than compromises spiritual or physical health.• A pleasant environment for people to live and work in. |
| <i>Safe and Healthy Environments</i> | <ul style="list-style-type: none">• Safer and healthier community design, including building design and construction, town centre and city layout, and transport design.• Protection of people from radiation. |
| <i>Hazardous Substances</i> | <ul style="list-style-type: none">• The use of safer alternatives to hazardous substances.• Protection of human health and safety from harm by hazardous substances. |
| <i>Natural Hazards</i> | <ul style="list-style-type: none">• Reduction or avoidance of the effects of natural hazards on the City. |

STRATEGIC ACTION AREAS

- | | |
|----------|---|
| 1 | <i>Undertake initiatives that will contribute to making Waitakere City a safe and healthy place to live, with services that recognise the broad range of needs of Waitakere residents.</i> |
| 2 | <i>Undertake initiatives that will contribute to improving education levels and opportunities in Waitakere City with services that recognise the broad range of needs of Waitakere residents.</i> |
| 3 | <i>Undertake initiatives that will contribute to improving housing quality, choice and affordability in Waitakere City.</i> |
| 4 | <i>Undertake initiatives that will contribute to improving leisure and recreation opportunities and choices and encourage greater levels of participation.</i> |
| 5 | <i>Develop an integrated approach to addressing wellbeing issues and develop partnerships which span across the sectors of health, education, social welfare and housing.</i> |
| 6 | <i>Gather and make accessible, information which improves our understanding of the City's needs and which can be used to inform people about the issues that affect their wellbeing and the services available.</i> |

1

Undertake initiatives that will contribute to making Waitakere City a safe and healthy place to live, with services that recognise the broad range of needs of Waitakere residents.

Council currently:

Facilitates projects/programmes with a broad focus on health and safety for which central government funding is available. For example:

- a **Safer Community Council** to promote safer communities and co-ordinate crime prevention activity in Waitakere City. This is sponsored by Central Government's Crime Prevention Unit;
- a **Community Injury Prevention Programme** aimed at reducing the rate and severity of injury within the City. It has a broad focus with the initial emphasis being on the needs of Maori, Pacific Islands people, children and young people and the injury prevention areas of alcohol and road safety; and
- a **Road Safety Project** which has received Land Transport Safety Authority funding for several initiatives such as a Safe Routes to School Programme for children.

Lobbies and makes submissions to relevant health and safety oriented organisations and groups on behalf of the City's residents to ensure that the City receives adequate health services such as improved maternity services and additional outpatient services.

Is a key participant in the Waitakere Health Project which involves a series of Health Summits and Seminars. The Health Project sets city-wide health priorities and action plans and provides a forum for communication between the community; voluntary groups, health providers and purchasers of health services.

Undertakes a range of transport projects which are focused on safety. These include improving access to a variety of transport modes. (See **Transport and Communication** Key Focus area for details).

Is responsible for co-ordinating Civil Defence within Waitakere City.

Provides numerous facilities and services which enhance health, safety and wellbeing and are not provided by the private sector or other groups. These include:

- food hygiene checks;
- rubbish and recycling collections;
- leisure facilities and parks;
- school holiday programmes;
- housing for older adults;
- libraries;
- community centres; and
- infrastructure - including roading, sewerage systems, water reticulation and stormwater.

Regulates for the protection of the community in areas such as traffic standards and the sale of liquor.

Has recently notified its District Plan which influences many aspects of health and safety such as environmental health.

Aims to comply with the Health and Safety in Employment Act 1992, through the implementation of a Loss Control Management Programme. The programme covers loss in terms of actual loss of physical resource and/or downtime and/or harm to individuals. In general the Act refers to the safety of staff but does place an obligation on all employers to ensure that work practices do not endanger any public who might be present.

Council will:

1-3 years

Develop partnerships to address issues which have been identified as key health and safety priorities for the period 1996-98, particularly mental health.

Establish a Waitakere Road Safety Group in 1996 to implement its Road Safety Action Plan.

Continue its existing partnerships such as Safer Community Council and Community Injury Prevention Programme, implementing key aspects of the strategic plans for these programmes.

Promote and make use of safety audits of main roads, footpaths, public places, Council facilities and school environments in conjunction with the community.

Investigate how design features such as lighting, type and style of tree planting and building layout can be used to make the City a safer and more user friendly place.

2

Undertake initiatives that will contribute to improving education levels and opportunities in Waitakere City with services that recognise the broad range of needs of Waitakere residents.

Council currently:

Prepares demographic information which can be used by the Ministry of Education in their planning processes, highlighting our perspective on the need for new schools in Waitakere City and where these should be located.

Undertakes an environmental health education programme within schools.

Seeks to involve schools in a range of eco-city projects.

Council will:

1-3 years

Lobby the Ministries of Education and Social Welfare about schooling issues including truancy, after school care, planning for schools and school enrolment levels.

Facilitate a pilot truancy programme with the Safer Community Council.

Extend its education programme within schools to ensure greater participation of children and young people in the eco-city vision.

Develop partnerships in the education sector aimed at addressing a range of issues facing children and young people in the City.

Seek to attract another tertiary institution (in addition to Wai-tech and the Bible College) to Waitakere City.

3

Undertake initiatives that will contribute to improving housing quality, choice and affordability in Waitakere City.

Council currently:

Is committed to undertaking an innovative housing development at Harbour View Estate which will be a model for other sustainable, medium density housing developments in the City.

Allows for significant choice in housing types, including providing opportunities for medium density housing, through its Proposed District Plan.

Council will:

1-3 years

Monitor housing standards, assess links between health and housing and advocate to Central Government on these issues as necessary.

Undertake a study of housing affordability which identifies the main issues, problems and causes and investigates innovative solutions (by 1998).

Develop partnerships with central government agencies, developers and interest groups to enable an integrated approach to addressing housing related issues.

4

Undertake initiatives that will contribute to improving leisure and recreation opportunities and choices and encourage greater levels of participation.

Council currently:

Has adopted a Leisure Strategy which is aimed at:

- promoting enjoyment of life through participation in activities which develop self-confidence, skills, physical health and/or fitness;
- promoting opportunities for recreational experiences of natural environments; and
- promoting a sense of belonging, and community and City identity.

Is working with other organisations such as Sport Waitakere in the provision of leisure services within the City.

Council will:**1-3 years**

Implement the three action areas of the Leisure Strategy which are:

- **diversify leisure services** to focus and improve provision for different groups and communities;
- **improve natural amenity** by building on the unique “green” and “blue” images of Waitakere City; and
- **develop community focal points** near where people live and shop, with an atmosphere of enjoyment and availability of low-cost casual leisure activities.

Specific actions include:

- **work with Waitakere Sports Trust** to improve indoor recreation opportunities for children and young adults;
- **establish Te Pai Park** as a leisure centre for women and children, in partnership with the Waitakere City Netball association;
- **improve playgrounds** in the City to better meet the play needs of children;
- **improve leisure and sport opportunities**, and the awareness and availability of these, for Maori and Pacific Islands people following community consultation;
- **develop eco-parks** with native bush in urban parks and major retail areas;
- **build a community facility and fun-pool at Massey;**

- **expand and promote leisure opportunities** available at Henderson, Massey and New Lynn. Projects proposed in the Lincoln/Henderson area include an indoor stadium at the Big Top and development of Waitakere Stadium;
- **develop major parks** as centres for a range of leisure pursuits - initial focus upon Parrs Park, Henderson Park/Corban Winery Estate and Moire Park; and
- **pursue partnership with the commercial sector** to provide improved leisure opportunities at accessible locations, for instance in commercial centres.

5

Develop an integrated approach to addressing wellbeing issues and develop partnerships which span across the sectors of health, education, social welfare and housing.

Council currently:

Fosters links to the extensive community networks in Waitakere City. These include community based health and safety oriented groups such as Plunket, Barnados, WAVES (Waitakere Anti-Violence Essential Services), WADCOSS and Women's Refuge as well as central government agencies interested in health and safety such as Waitemata Health, ACC, SAFE KIDS, and the Police.

Has developed formalised partnership with key communities through groups such as the Youth Council, Te Taumata Runanga, Pacific Islands Advisory Board and Enterprise Board.

Has adopted First Call for Children. Initiatives under this include improved access for children and their caregivers and recognition of the role of children within the City.

Council will:**1-3 years**

Develop a social policy which incorporates Council's role in wellbeing in Waitakere City. This will give a clear direction for Council's future role in the area of health and safety as well as other social areas. Key priorities for the period 1996-98 include mental health, poverty, housing safety and affordability, children and youth (including schools) and co-ordination of the voluntary sector.

Review its involvement in the Waitakere Health Project with a view to broadening its focus to include the housing, education and leisure sectors.

Develop more extensive community networks with service providers and consumers, across all wellbeing sectors.

Advocate for the interests of children to the Minister of Social Welfare through the Children and Young Persons Co-ordinating Group.

Strengthen its relationships with the voluntary sector through initiatives such as the development of a Community Resource Centre due to be completed in 1996.

6

Gather and make accessible, information which improves our understanding of the City's needs and which can be used to inform people about the issues that affect their wellbeing and the services available.

Council currently:

Conducts market research covering health and safety issues. Examples of this include the annual Household Consultation Survey and surveys on septic tanks.

Informs communities on the status of our city - for example through a City Update which is produced every three years.

Improves understanding of service availability in the City through the production of service guides such as Pacific Islands organisations directory and information guide for leisure consumers.

Supports four Citizens' Advice Bureaux which provide information to people and groups within the City. These also provide services such as budgeting and referrals to organisations with expertise.

Council will:

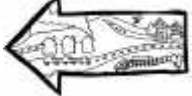
1-3 years

Develop a wellbeing Status Report in 1996, following consultation with the community targets which relate to the assessments of wellbeing undertaken, will be set. In addition, action plans will be defined and responsibility to achieve these targets allocated. A means of monitoring progress towards these targets will also be developed.

Increase access to health and safety information through electronic media and producing literature in several languages.

Ensure that Council's in-house information is better linked and accessible across Council, such as information on environmental health issues.

TARGETS FOR THE 21ST CENTURY - CITY WELLBEING

| GREENPRINT TARGETS FOR THE YEAR 2001 | 1997/98 VALUE | CURRENT TREND |
|--|---|---|
| <p><i>Measure of poverty and housing affordability to be developed</i></p> | | |
| <p>Improve the educational standard of school leavers so it is closer to the national average.</p> | <p>1997 school leavers 23% of Waitakere school leavers were qualified to enter university – lower than the national average of 29%. 22% of school leavers had no qualifications, compared with a national average of 18%</p> |  |

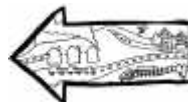
Key to trend arrows:



*Current trend is positive
(towards achieving our
eco-city vision)*



*Currently no
significant trend
(static)*



*Current trend is negative
(away from achieving our
target)*



Target achieved

ENERGY, RESOURCES & WASTE

INTRODUCTION

Looking forward beyond the year 2000, the key challenge for people in developed countries will be achieving sustainable lifestyles. We use the natural environment as the source of all raw materials and the sink for all wastes.

But societies now are pushing the limits of what the natural environment can produce in terms of resources and what levels of waste can be absorbed without irreversible environmental damage.

Under the Resource Management Act and Waitakere's new District Plan we can expect some real improvements in the more visible areas of water quality, bush conservation and heritage protection covered in the **Taonga** chapter. But in some ways these are the easy issues to tackle.

Issues of energy and resource use, and waste minimisation, tend to be much more contentious and can require some very hard choices. Some environmental "solutions" simply shift the problem elsewhere - for example, businesses could choose to avoid strict environmental regulations simply by relocating somewhere else.

Other "solutions" off-load the problem onto future generations- for example, using up all of our natural gas reserves to avoid burning coal. To find the real solutions requires a holistic approach which emphasises linkages and looks at all the interactions going on before proposing careful, managed changes.

The emphasis of this key focus area is on sustainable management in its broadest sense - managing the impact of Waitakere City's residents and businesses on the environment as a whole, and on the life supporting capacity of ecosystems. Environmental impacts which occur outside of the City - for example the impacts of generating electricity consumed within Waitakere - are treated equally to those that are felt within the City's boundaries.

At this level, sustainable management is about realigning our society so it operates with, not against nature. It is about staying within limits and above environmental bottom lines. Sustainable management challenges us to look closely at the transformation of energy and other resources for human use, which is so often a linear process: **resources + energy -> products -> waste**. If we continue with this pattern of production and consumption we will eventually run out of resources and drown in waste. Natural processes, by contrast, are cyclic: **waste = food**.

People's use of energy and other resources, and the management of waste, are therefore closely linked. Energy is of course only one type of resource, while waste is perhaps best thought of as resources in the wrong place.

Agenda 21 emphasises technical innovation as a way of increasing the efficiency with which resources are used, thus also reducing waste. It also advocates a change in attitude: valuing the environment more highly and being able to find wealth and wellbeing within the world as it is rather than through conspicuous consumption.

These considerations are especially important as the Auckland region plans for massive population growth at the same time as much of our existing infrastructure - including electrical transmission lines, water supply sources, landfill sites, and sewage treatment stations - needs major investments in order to cope with the present load.

The prospect of constructing and paying for these major projects is bringing it home to all of us that we cannot go on using resources and producing waste in the way we have been used to.

This key focus area should be read in conjunction with **Taonga** which is about those aspects of the environment which are particularly valued by the City. There are also strong links with **Transport, Communities and City Form and Design**.

COUNCIL'S ROLE IN ENERGY RESOURCES AND WASTE

Council's Current Role

Waitakere City Council has primary responsibility for the use and development of resources that lie within its geographic boundaries, although responsibilities for these resources are shared with the Auckland Regional Council. The Resource Management Act requires Councils to ensure that, when resources (including energy) are used or developed, this is done in a sustainable manner.

Thus when Council makes decisions about, for example, the form of the future development of the City, it must take into account the need to ensure that energy and resources are used sustainably.

Council has considerable control over the sustainable use of water because it is the direct supplier of the resource. The water supply network within Waitakere City is owned and operated by Council, which purchases water in bulk from Watercare Services Ltd and on-sells this water to users within the City.

Council also has a major role in the area of waste management. Council is responsible for collecting and disposing of solid waste generated by residents and in commercial areas within Waitakere City. Council's baling station also accepts non-hazardous waste from industrial operations, at a charge.

Council is also responsible, under the Resource Management Act, for the impact of waste on the environment. For example it is responsible for discharges into air and water and therefore has a mandate to control the burning of waste, and the disposal of waste onto land, into streams or into the sewage or stormwater systems.

Council is also responsible for the collection of sewage within the City, but treatment and disposal of the sewage is done by Watercare Services Ltd at its Mangere Sewage Treatment Plant. Council has a strong role in advocating for this sewage treatment and disposal to be done in an environmentally and culturally sensitive way.

Council's Role Under Agenda 21

By adopting Agenda 21, Council supports a world view which sees the overuse of resources, especially energy, and the production of waste as aspects of the same basic problem - **over-consumption**.

This world view - that we already consume too much of everything - is a fairly radical departure from the traditions of recent Western culture, and from the traditional concerns of a City Council. The reality is, however, that human beings already consume over 40% of the primary production of planet earth. Most of this consumption takes place in the Western world.

The earth's population is expected to double by 2025 and developing countries will demand their share of economic growth. These facts suggest that even if population growth rates are reduced, the Western world will have to consume less.

Consuming less does not mean being worse off. Throughout most of the world, and for most of history, people have provided for their needs while having a fraction of the environmental impact of a modern Western family.

What we think of as conservation and recycling is just how one lives in traditional societies. Food and water are treated as precious, everything is used until it is no longer useable (and then made into something else), and almost all travel is by foot - because almost everything you need is within walking distance.

Of course Council cannot simply require that everyone return to that sort of lifestyle. But local government does have tremendous power to influence the direction of long-term social change.

Think of Waitakere City 100 years ago, and then think how many of the changes over the past 100 years were spearheaded by local government:

Building roads, laying water supply and sewage pipes, regulating the way land was subdivided and the types of houses that were built, and influencing the choices of the people who came to live here about where to work, how to shop, what to do in their leisure time.

All these changes were brought about by local government which had a vision - the vision of an expanding, progressing City - and which seized every opportunity to make incremental steps towards that vision.

Now the vision has changed. We are more likely to see an expanding City as a problem of urban sprawl than as a positive goal. And "progress" is something much more subtle than the quest for "more of everything" which has driven the changes over the past 100 years.

The approach, however, is the same: to have a clear vision of where we are going as a City, and recognising that we cannot get there all in one go, to evaluate each step we make in terms of whether or not it is leading us towards our vision.

STRATEGY FOR MANAGING ENERGY, RESOURCES AND WASTE

Waitakere City Council already administers its major responsibilities in the areas of solid waste management and water supply according to sustainable management principles, and has developed a comprehensive plan, the Water Cycle Strategy, which extends these principles to stormwater and sewage management also. In the areas of energy and resource use, where Council has little direct control, projects already underway include energy and waste audits of Council's own operations, and providing advice to local businesses on "cleaner production" techniques to reduce energy and resource use and control pollution.

Some of these policies go beyond what would be required to meet scenarios 1 and 3 below, and would of course be continued whatever strategic direction Council chose to emphasise. The future development of policies in this area would be guided by the 3 strategies as follows:

PRIORITIES FOR THE NEXT FIVE YEARS

Scenario 1: Natural Environment and Resource Base; and Scenario 3: Urban Environment and Amenity

In either of these scenarios Council would concentrate on the environmental effects of energy and resource use and waste disposal, particularly those effects which occur within the City's boundaries. As a major polluter of our waterways, stormwater runoff would be a high priority under either scenario as would discharges of pollutants onto land or into waterways. However the careful management of waste (including sewage) to avoid local environmental effects would be as important as controlling the volume and nature of the waste generated, and Council would have little incentive to become involved in issues of energy efficiency or the generation of energy from renewable sources.

Scenario 2: Sustainable City Form

This scenario would provide the rationale for Council to become directly involved in issues such as resource use and energy efficiency which lie outside the traditional concerns of a City Council. As already noted in **Transport and Communication** and **City Form and Design**, the form of the built city environment is a major influence on energy and resource use. Significant opportunities exist to make energy conservation a feature of our houses, our communities, our businesses, and everyone's behaviour, and to move towards a City where residual "waste" is minimal because the wasteful use of resources is minimised and because as much waste as possible is reused or recycled. Council would also take every opportunity to advocate and encourage responsible use of energy and resources including the production of energy from sustainable sources such as wind, sun and biomass.

A truly sustainable city would also provide for the safe treatment and disposal of sewage, stormwater and solid waste within the City's boundaries, and would place a high priority on reducing this City's contribution to global problems such as the destruction of the ozone layer and the Greenhouse Effect.

GUIDING PRINCIPLES for ENERGY AND WASTE

Council's aim is for its actions to be:

- **Holistic:** recognising all stages of the production and consumption cycle.
- **Innovative:** smoothing the way for new technologies, and for new solutions to old problems.
- **Responsible:** setting an example in its own actions by being frugal in its use of resources and careful in its management of wastes.
- **Empowering:** encouraging people and businesses to take responsibility for their own actions and to find their own ways to conserve resources and avoid waste.
- **Responsive:** furthering its aims by advice and co-operation wherever possible.
- **Considered and Careful:** adopting a precautionary approach which gives high priority to avoiding environmental damage and to safeguarding natural resources, which are the birthright of future generations.

ISSUES AND GOALS

ECONOMIC

| ISSUE | GOAL |
|------------------------------|---|
| <i>Green Business</i> | <ul style="list-style-type: none">• Foster a truly modern economy, with a balanced spectrum of businesses ranging from those which produce information and services, to clean and efficient material-intensive industries.• Give particular encouragement to those businesses specialising in waste minimisation, resource conservation and energy efficient technologies, including information technologies. |
| <i>Economic Independence</i> | <ul style="list-style-type: none">• Encourage more local jobs and services to reduce the need for car travel.• Foster greater economic independence for the City in the use of resources (including waste).• Improve the City's economic independence by encouraging conservation and better utilisation of energy, and production of energy from renewable sources. |
| <i>Cleaner Production</i> | <ul style="list-style-type: none">• Improve energy efficiency, resource conservation and waste minimisation in commerce and industry.• Foster a "cradle to the grave" approach to resource use and waste production, especially in industries where hazardous substances are used. |

SOCIAL

| ISSUE | GOAL |
|------------------|---|
| <i>Lifestyle</i> | <ul style="list-style-type: none">• Foster that sense of individual wealth and wellbeing which is grounded in an active participation in life and the community rather than material objects.• Encourage "green" consumers who make product choices based on accurate environmental information.• Encourage "green" lifestyles; the home gardener with a water tank and compost heap, or the apartment-dwelling cyclist.• Improve opportunities to move away from a car-based lifestyle, through sensible urban planning and providing resources for public transport, cycling and walking.• Recognise and make use of the knowledge of other cultures which have developed sustainable lifestyles. |
| <i>Fairness</i> | <ul style="list-style-type: none">• Ensure that all households continue to have access to fundamental services such as safe sewage disposal, clean water supply, up-to-date communications technology and adequate transport infrastructure.• Provide alternatives when asking people to change their behaviour. |

ENVIRONMENTAL

| ISSUE | GOAL |
|---------------------------------|--|
| <i>Sustainable Use</i> | <ul style="list-style-type: none">• Encourage the use of renewable energy sources such as wind, sunlight and biomass and of renewable resources such as water, wood and fisheries at a rate which will enable these resources to continue to be used by future generations.• Use non-renewable resources such as fossil fuels in the most efficient way, and encourage the development of renewable alternatives. |
| <i>Waste Minimisation</i> | <ul style="list-style-type: none">• Minimise the wasteful use of environmental resources; this means encouraging efficiency (using less resources to produce a given product) but also looking at whether a given product or packaging is actually needed in the first place.• Minimise the residue of waste which has to be disposed of to the environment.• Eliminate the disposal to the environment of persistent toxic substances including PCBs, organohalides and heavy metals. |
| <i>Environmental Impacts</i> | <ul style="list-style-type: none">• Minimise the impacts of energy use, energy infrastructure, water supply resource use, and waste disposal on the natural environment, and on amenity and heritage values.• Ensure that the disposal of human waste is done in a way that is culturally acceptable as well as environmentally friendly |
| <i>Greenhouse Gas Emissions</i> | <ul style="list-style-type: none">• Monitor and reduce the greenhouse gas emissions which are produced, directly or indirectly, by activities in Waitakere City.• Adopt long-term policies which will reduce the City's dependence on carbon-based fuels. |

STRATEGIC ACTION AREAS

- 1** *Encourage energy efficiency and the use of renewable energy sources such as wind, solar power and biomass.*
- 2** *Manage the City's water resources through a holistic approach which looks at the entire water cycle from rainfall to the sea, including human use and wastewater disposal, and the environmental effects generated at all stages of this cycle³*
- 3** *Adopt a holistic approach to the use of all resources⁴ and encourage sustainable attitudes and sustainable lifestyles.*
- 4** *Manage the City's solid waste using the following methods (in descending order of priority): reduction at source, reuse, recycling, resource recovery and residual waste treatment/disposal.*
- 5** *Pursue energy, water and waste policies which minimise the City's contribution to environmental problems. This includes minimising the toxicity of waste; safeguarding air, water, soil and ecosystems; and reducing the City's contribution to ozone depletion and greenhouse effect.*

1

Encourage energy efficiency and the use of renewable energy sources such as wind, solar power and biomass.

Council currently:

Is a strong advocate for energy efficiency and for national policies, and industry structures, which will reduce this country's dependence on fossil fuels.

Is working towards the goal of a "sustainable city form" - one of the key aspects of this is locating activities in a way that minimises car dependence (see **City Form and Design**).

Is undertaking work to increase the attractiveness of passenger transport, cycling and walking - again with the aim of reducing car dependence (see **Transport and Communication**).

Has adopted in the proposed District Plan, controls which direct the location of activities in a way which reduces car dependence.

Is using its control over the resource consent process, through the proposed District Plan, to encourage energy efficient housing and neighbourhood design.

Has had an energy audit of Council's own operations which is now at the implementation stage, and is also assisting local businesses to undertake energy audits.

Council will:

1-3 years

Encourage businesses to adopt energy efficient practices, including co-generation and the use of waste energy.

Investigate the feasibility of wind and solar generation within the City.

Develop practical policies to ensure that the production and distribution of energy does not cause environmental damage or health risks.

Accurately evaluate Waitakere's total energy use and work towards a target of reducing energy use to 1990 levels by the year 2000, thus demonstrating that New Zealand's obligations under Agenda 21 and the Framework Convention on Climate Change are achievable.

Participate in global, national and regional programmes to achieve energy sustainability.

2

Manage the City's water resources through a holistic approach which looks at the entire water cycle from rainfall to the sea, including human use and wastewater disposal, and the environmental effects generated at all stages of this cycle¹

(see also Natural Waters; Strategic Action Area 3 in the **Taonga** chapter)

Council currently:

Has achieved considerable water savings through an active leak detection programme which has been in place since 1989, and achieved a 25% reduction in water use during the “water crisis” of 1994.

Supports using additional sources of water (such as the Waikato Pipeline) only if it can be demonstrated that conservation efforts are insufficient to guarantee water supply to Auckland.

Ensures, through controls in the District Plan, that the water quality and quantity in streams, lakes, estuaries and coastal waters, and their ability to support life is maintained or improved (see Taonga).

Has participated in redesigning the sewage treatment process at Watercare's Mangere Sewage Treatment Plant to make it environmentally and culturally acceptable, and will support the implementation of these plans.

Has adopted, through the District Plan, controls to minimise the hazard to the public from flooding by protecting the bush cover in upper catchments and along riparian margins, and by controlling urban development in areas which are susceptible to flooding.

Adopted a Water Cycle Strategy, which includes:

- encouraging long-term behaviour and an ethic of water conservation;
- upgrading the sewage collection infrastructure to minimise leaks and stormwater infiltration (this Council has already eliminated pump station overflows);
- reducing the environmental impacts of wastewater and stormwater through better treatment, and through minimising the inappropriate use of sewage and stormwater networks to dispose of toxic waste;
- investigating methods of treating sewage generated within Waitakere locally, using smaller-scale satellite treatment plants and new treatment technologies; and
- using artificial wetlands, grass swales and riparian plantings to filter and treat stormwater before it is discharged into natural waters.

¹ Council is fortunate in that it is in a good position to take a holistic approach to water. Council is the supplier of the **resource** and also has an important role to play in the **disposal** of waste water. The same holistic approach has been taken with respect to solid waste although Council has less control over the resources which are used to generate solid waste.

Council currently:

Works in close partnership with the Maori community on resource management issues (see **Taonga**).

Encourages resource conservation as the first priority of the Solid Waste Management Policy (see **Strategic Action Area four**).

Council will:

Consult with the many communities which make up the City to find ways of improving the sustainability of our lifestyles.

Adopt a Green Product Labelling policy, to ensure that consumers are provided with accurate environmental information so that they can make informed choices.

Give practical assistance to "green" businesses - businesses which specialise in reducing resource use or minimising environmental impacts - and promote the City's green businesses nationally and internationally (see **Economic Development**).

Work to break down the isolation of city dwellers from the natural environment by:

- enabling a "green network" to be formed linking the City's open space from the Waitakere Ranges, along the stream and road networks, and across open spaces to the sea (see **Taonga**);
- creating a more varied urban environment, where people's work, home, shopping and leisure activities are less separate, and where there are more opportunities to see and enjoy the natural environment;
- encouraging a sense of place, and the feeling of belonging to a neighbourhood which has identity, common goals, and the right to make and implement decisions (see **Communities**); and
- working with communities to monitor the health of the environment, to give feedback when renewable resources such as water are in short supply, and to let people know how they are doing as the City moves towards sustainability.

4

Manage the City's solid waste using the following methods (in descending order of priority): reduction at source, reuse, recycling, resource recovery and residual waste treatment/disposal.

Council currently:

Has a solid waste policy, which has been instrumental in achieving the target of reusing or recycling material which represents 19.5% of the residual waste disposed of through Council's waste collection services. This has been achieved by a number of initiatives, including:

- the introduction and promotion of a kerbside recycling service;
- the regular newsletter "Wastewatch", which provides information and feedback to households about the City's achievements in waste minimisation, resource use and energy efficiency;
- a permanent hotline to give advice on waste reduction and reuse issues;
- a composting facility at the Baling and Recycling Station, and recovery of methane gas from the landfill site; and
- encouraging home composting by selling compost bins at cost.

Council has undertaken a waste audit of its own operations as part of the Solid Waste policy, and provides assistance to local businesses wishing to undertake their own waste audits.

Council will:**1-3 years**

Develop participation programmes, and promote waste reduction, reuse and recycling to households, businesses and community groups.

Maximise the reuse and recycling of waste disposed of at the baling station, and the recovery of resources such as compost and methane gas.

Advocate for national and regional waste minimisation targets, policies and initiatives.

Investigate alternative technology methods of solid waste treatment and disposal, which potentially could increase the reuse, recycling and recovery of resources from the waste stream.

5

Pursue energy, water and waste policies which minimise the City's contribution to environmental problems. This includes minimising the toxicity of waste; safeguarding air, water, soil and ecosystems; and reducing the City's contribution to ozone depletion and greenhouse effect.

Council currently:

Employs a Cleaner Production Officer to assist businesses in the City to achieve waste minimisation, and to promote non-toxic substances, and non-toxic processes to commercial and industrial generators of toxic waste.

Manages the Kay Rd balefill site to minimise adverse effects on air, water, soil and ecosystem.

Tests all Council vehicles for CO₂ emissions, which contribute to the 'greenhouse' effect. Tests private vehicles for CO₂ emission levels on a voluntary basis at the Testing Station.

Removes CFCs (which contribute to ozone depletion) from all fridges disposed of at the baling station, or through Council's inorganic rubbish collections.

Collects a range of toxic or dangerous products at Council's baling station and arranges for their safe disposal or destruction. This service is free to households; businesses are charged.

Uses non-toxic equivalents (e.g. steam spraying of weeds) wherever possible.

Is a strong advocate for sustainable energy, resources and waste policies (including a CO₂ reduction policy) at the national and international level.

Council will:

1-3 years



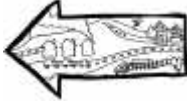
Evaluate future waste disposal options, to replace the Kay Rd balefill site, according to eco-city criteria.

Introduce policies which make commercial and industrial waste generators more responsible for the costs of the waste they produce.

Evaluate Waitakere City's total contribution to ozone depletion and the greenhouse effect, and set reduction targets.

Develop collection and recycling/destruction programmes for all range of persistent and dangerous chemicals including lead, pesticides and halons.

TARGETS FOR THE 21ST CENTURY - ENERGY, RESOURCES AND WASTE

| GREENPRINT TARGETS FOR THE YEAR 2001 | 1997/98 VALUE | TREND |
|--|--|---|
| Reduce by 25% the average water use per person (to 160 litres per person per day) and total wastewater discharges to Mangere Sewage Purification Works (to 9 billion litres per year). | Water use in City = 238 l/person/day Wastewater Discharge = 11.3 billion litres |  |
| Stormwater runoff from a percentage* of urban catchments will be managed so that water quality and flow is no worse than for non-urban areas. * percentage value to be established through the Regional Stormwater Strategy process | Less than 1% |  |
| Reduce by 40% the amount of rubbish per person which is dumped (to 285 kg/person/year). This does not include waste which is reused or recycled locally. | 508 kg per person |  |

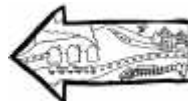
Key to trend arrows:



Current trend is positive (towards achieving our eco-city vision)



Currently no significant trend (static)



Current trend is negative (away from achieving our target)



Target achieved