



## NOTICE OF SPECIAL MEETING

# COUNCIL

I hereby give notice that pursuant to Standing Order 14.1(a) a Special Meeting of the Council will be held on:-

**DATE:**        **Tuesday,        15 October 2002**                    **TIME:**                    **9.30 am**

**VENUE:**        **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider the Strategic Review and to take any necessary action connected therewith.

10 October 2002

Owena Schuster  
**COMMITTEE SECRETARY**

Telephone (09) 836 8000 extn 8864

### **MEMBERSHIP:**

Mayor	RA	Harvey, QSO, JP
Deputy Mayor	CA	Stone
Councillors	DQ	Battersby, JP
	BA	Brady, JP
	JM	Clews, QSO, JP
	RP	Dallow, QPM, JP
	AC	Fenton
	OE	Hoskin, JP
	PA	Hulse
	JP	Lawley
	GE	Nash, JP
	VS	Neeson, JP
	GB	Presland
	GW	Russell
	DA	Yates, JP

(Quorum 8 members)

★★★★★★★★★★

(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR A SPECIAL MEETING OF THE COUNCIL (STRATEGIC REVIEW) TO BE  
HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,  
WAITAKERE CITY, ON TUESDAY, 15 OCTOBER 2002  
COMMENCING AT 9.30 AM.**

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**TABLE OF CONTENTS**

<b><u>ITEM</u></b>		<b><u>PAGE NO.</u></b>
1	<b>APOLOGIES</b>	<b>1</b>
2	<b>OVERVIEW AND SCOPE OF THIS MEETING</b>	<b>1</b>

**AGENDA FOR A SPECIAL MEETING OF THE COUNCIL (STRATEGIC REVIEW) TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY, ON TUESDAY, 15 OCTOBER 2002 COMMENCING AT 9.30 AM.**

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**1 APOLOGIES**



**2 OVERVIEW AND SCOPE OF THIS MEETING**

**PURPOSE OF THE REPORT**

This report sets out the structure for this meeting.

**BACKGROUND**

At its Special Council (Strategic Review) meeting of 21 May 2002, the Council began a series of workshops in order to produce its Strategic Plan.

*A1-A12*

This process is now nearing the end of its first phase. A wide range of individuals and groups have been involved in commenting on the draft Strategic Plan working document. This working document as adopted by the Council on 20 August is attached at pages A1 to A12.

**ISSUES**

The Council may now wish to amend the draft Strategic Plan working document to reflect the best ideas from:

- the public consultation;
- the “Creative Conversations”; and
- the work of staff groups.

It is suggested that this be done in a workshop, with material to be circulated separately to Councillors which summarises the suggestions from these three sources.

Following the amendments made at this meeting, the draft Strategic Plan will be used to guide the preparation of ten year budgets for the period 2003/2004 to 2013/2014.

**CONCLUSION**

This meeting continues the process of developing a Strategic Plan and a ten year work programme for the City.

**RECOMMENDATIONS**

1. That the information be received.
2. That the Council adjourn to a workshop to consider potential amendments to the draft Strategic Plan working document.

3. That the Strategic Plan working document, as amended, be adopted by the Council as a draft to guide the preparation of ten year budgets for the period 2003/2004 to 2013/2014.

Report prepared by: Anna Percy, Strategic Planning and Monitoring Manager.



## How Waitakere will become a world class sustainable city Our Vision

This Plan re-affirms the Council's vision:

**Waitakere eco city  
sustainable, dynamic, just**

In 50 years, Waitakere will be known internationally as a sustainable city that:

- Celebrates and sustains its people
- Has a strong sustainable economic base
- Honours its environment; and
- Builds on its cultures and heritage

In all of its decisions and actions, the Council will take these four dimensions of sustainability into account, to ensure that each small step is taking the City forward towards its 50-year goal.

The Strategic Plan that follows sets out what the Council plans to do over the next ten years, how it will be monitored (*and – later – how it will be paid for*).

Waitakere City has strong, specific commitments which it wishes to honour and to re-affirm at this time. These are:

- Our commitment to model the principles of Te Tiriti o Waitangi
- First Call for Children
- Our accreditation as a Safe City
- Strong, Sustainable Economy

### By 2020, we will know we are succeeding:

Maori will be active in the community, with elected representation proportional to their share of population

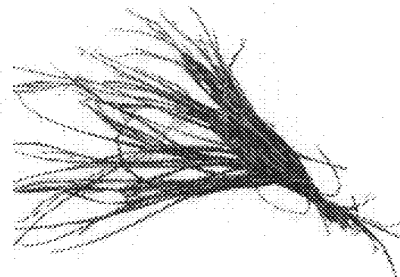
(Base new measure on UN FCFC work)

Safe place to live, low rates of crime and injury

These commitments apply across everything we do; to achieve the level of change we hope for will require changes in all areas of the Council's work and in the work of others.

The Plan sets ten outcomes for the City. To work towards sustainability, all of these outcomes need to work together and to be considered together. Like weaving a basket, each strand links to every other strand to make something that's strong and useful. These ten sustainable city outcomes are:

- Urban and Rural Villages
- Transport and Communication
- Strong Innovative Economy
- Strong Communities
- Strong Democracy
- Green Network
- (Clean) Water
- Energy Cycle
- Zero Waste
- Clean Air



## How Waitakere will become a world class sustainable city Our Values

The Council also re-affirms its principles:

open honest communication  
responsiveness  
accountability  
partnership  
innovation  
excellence  
integrity

Central to this list, and central to this Strategic Plan, is partnership. The Council has a role, working with communities, in setting out the vision for the City, but it cannot achieve this vision on its own.

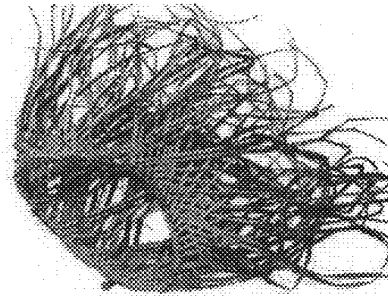
Partnerships with iwi, with other organisations, with community groups, and with individuals are essential.

The "Waitakere Way" is a method of working in partnership towards shared goals. Over the next few years, some major initiatives will be developed using this approach, which will be worked through the City's established partnership processes.

## URBAN & RURAL VILLAGES

### By 2020:

Over half of all new housing will be in town centres or on major public transport routes.



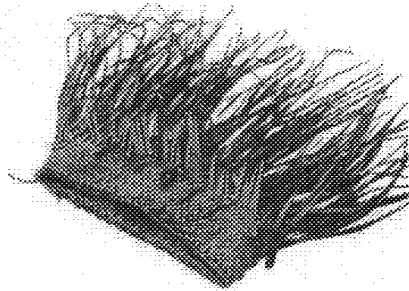
### To contribute to this over the next 10 years the Council will:

- Encourage lots of living and working in town centres to create vibrant, safe, accessible spaces for people
- Create great urban spaces and parks which are safe to walk around
- Encourage everyone who builds in the City to make buildings attractive as well as functional and to design with the environment in mind
- Support sustainable urban development
- Reflect the City's cultural diversity and heritage throughout the urban area

### Looking back & moving forward: what has been achieved since 1992

Measure	Trend	Comments
Development densities in town centers increased		Town centres are more attractive, and more people live & work in them.
A greater proportion of households in urban areas are within a 10 minute safe walk (800 m) of a quality neighbourhood park		Parks are being improved, as is pedestrian safety.
New development is located in the existing urban area.		95% of new homes are in the urban area.

**TRANSPORT & COMMUNICATION**



**By 2020:**

At least half the population will regularly use passenger transport. Those who drive will have smaller, cleaner cars.

**To contribute to this over the next 10 years the Council will:**

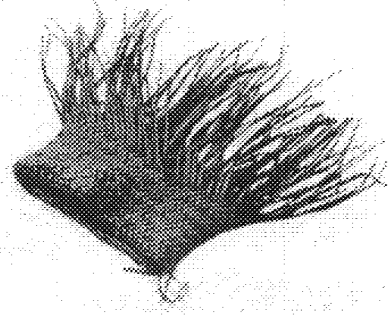
- Design for a city which you don't need a car to get around in
- Support alternatives to car use – rail, buses, ferries, cycling, walking
- Encourage people to live in town centers and to work from home or at telecentres
- Provide for easy, safe pedestrian and cycle access to rail and bus stops
- Work with others in the Region to put in place frequent, fast, safe, reliable, public passenger transport
- Work to re-establish a commercial airport at Whenuapai
- Facilitate e-infrastructure and broadband links

**Looking back & moving forward: what has been achieved since 1992**

Measure	Trend	Comments
People working from home, or travelling to work by walking, cycling, passenger transport, or as vehicle passengers increases		More people are working from home, but fewer are using passenger transport.
Transport related injuries and deaths are reduced		The City's traffic injury rate is down to 220 per 100,000 - good by NZ standards.
More residents and businesses with access to the internet		41% of homes and over 80% of businesses are connected

**STRONG INNOVATIVE ECONOMY**



**By 2020:**



**To contribute to this over the next 10 years the Council will:**

- \* Design vibrant town centers which are the hub of commerce and recreation
- \* Promote and participate in research and development
- \* Support local youth into employment & tertiary education
- \* Identify and develop business clusters e.g. wine, film, marine, organic, arts, alternative energy
- \* Seek investment opportunities in technology for the future
- \* Continue to work with businesses to improve environmental practice, reduce toxics
- \* Attract business of all sizes
- \* Support eco-technology business clusters
- \* Increase the city's profile – forums, events, festivals etc
- \* High education levels
- \* Work with other Councils in the region on economic opportunities

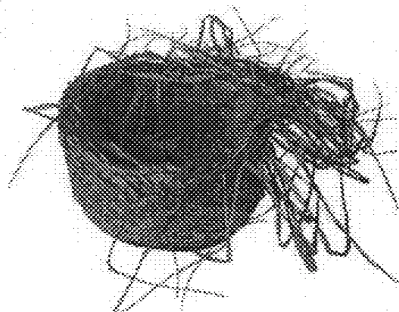
**Looking back & moving forward: what has been achieved since 1992**

Measure	Trend	Comments
Increase the proportion of the local work force that is employed within Waitakere City		There are more jobs in Waitakere City, but also more workers.
Business owners consider that Waitakere City is a good place in which to operate		Business confidence in the City and in the Council fell between 1998 & 2000

**STRONG COMMUNITIES**

**By 2020:**



Diversity will be flourishing in all spheres of social and political life.



**To contribute to this over the next 10 years the Council will:**

- Continue the wellbeing process to increase the levels of health, skills and wellbeing of its citizens (directly and through others)
- Work with other agencies to reduce the economic disparity in the city
- Work with other agencies to ensure that educational institutions provide a standard that encourages locals to stay and others to come in and research
- Develop tertiary level education that competes with the best
- Work with other agencies to provide housing
- Develop a sports centre and attract more sports events
- Develop Youth Centres in partnership with young people
- Encourage a range of festivals and cultural events
- Encourage and support the Arts
- Identify and develop sites and features of special heritage significance in the city e.g. Ceramics Museum, Railway Stations, heritage trails
- Support Marae and cultural centers / Provide for cultural planting and harvesting
- Make the City visibly a multi-cultural place (new people coming in)

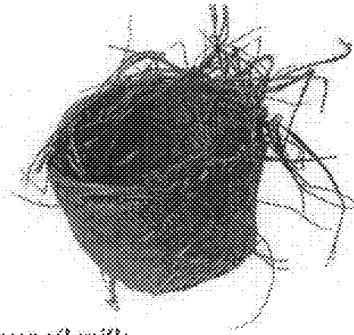
**Looking back & moving forward: what has been achieved since 1992**

Measure	Trend	Comments
Residents believe that Waitakere City is a great place to live		34% of residents think the City is a great place to live. There is no clear trend.
Educational attainment of school leavers (local schools)		24% of Waitakere school leavers have no qualifications.
Socio economic status of Waitakere City (deprivation index)		Awaiting 2001 census

## ACTIVE DEMOCRACY

### By 2020:

Citizens will be actively involved in city affairs.



### To contribute to this over the next 10 years the Council will:

- Communities will manage local matters.
- Continue to develop and strengthen its partnerships
- Encourage community participation
- Support community based solutions for waste and energy.
- Ensure Civics is taught in schools and citizenship
- Consider change to the electoral system to ensure the Council reflects community diversity
- Continue to improve customer service
- Strengthen Te Taumata and encourage Maori Leadership in the community
- Support greater Maori involvement in regional and local issues
- Children and young people see their priorities reflected in decisions
- Act as a role model in its own governance

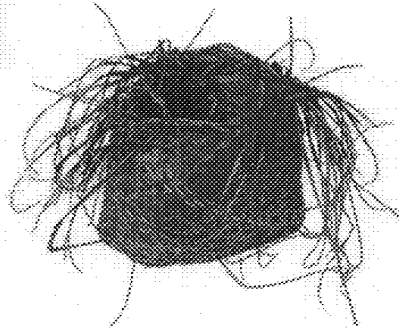
### Looking back & moving forward: what has been achieved since 1992

Measure	Trend	Comments
Residents believe that the public can influence the Council's decision making		64% of residents agree that they can influence Council. This is high compared with other cities
Residents believe the City has strong community spirit and networks		46% of residents agree with this statement.
Residents believe that Council's services and assets are managed in a financially responsible manner		51% of residents agree, up from around 44% in past years.

**GREEN NETWORK**

**By 2020:**



Streams will be full of life. The Waitakere Ranges will be permanently protected and a Green Network will link the Ranges to the sea.



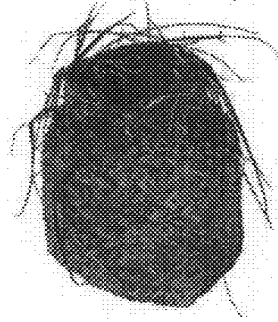
**To contribute to this over the next 10 years the Council will:**

- Provide for tangata whenua to fulfill their kaitiaki or guardianship role
- Work with others to ensure the Ranges and West Coast are permanently protected
- Restore key "Green Network" linkages fully – from the Ranges to the Waitemata
- Work to create "mainland islands" in the Ranges where pests are eradicated and endangered species are re-introduced
- Expand community involvement in tree planting and in weed and pest control
- Expand community understanding of and support for environmental protection
- Plant culturally useful plants, and provide for cultural harvesting
- People friendly green spaces in urban areas

**Looking back & moving forward: what has been achieved since 1992**

Measure	Trend	Comments
Continuity of the green network is in fact with healthy ecosystems along the length of the green network (measured by the number and variety of native birds, lizards, frogs etc)		Fish, birds and invertebrates are monitored; results so far are consistent with a stable quality of ecosystems.
Increase in residents who have deliberately taken actions during the past year, with the intent of improving the natural environment		Most residents can identify things they do to protect the environment.

**WATER**



**By 2020:**

Waitakere is a centre of innovative water management

**To contribute to this over the next 10 years the Council will:**

- Provide safe, clean drinking water systems
- Support the establishment of a respected, profitable sustainable water institute
- Continue to reduce water use and wastewater generation
- Continue to implement and integrate the Water Cycle Strategy
- Encourage subdivisions which are self-sufficient in water (and energy)
- Continue to improve catchment planning and management
- Educate and support people to care for streams and safeguard water resources
- Build small scale alternative sewerage plants in residential areas and town centres

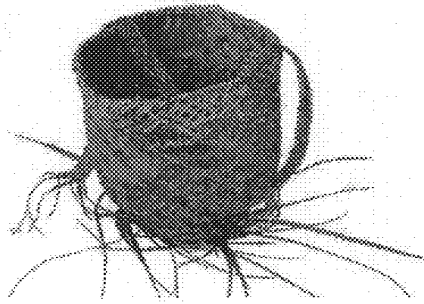
**Looking back & moving forward: what has been achieved since 1992**

Measure	Trend	Comments
Average domestic water use per person		Water use averages 196 litres/person/day, lower than in 1992
Water quality in targeted streams in urban areas improves		Monitoring is difficult, but results are consistent with water quality improvements
Sustainable/ self-sufficient systems for water, wastewater and stormwater are achieved in new development areas		Most new homes include water efficient showers etc and water recycling systems are becoming more common

## ENERGY CYCLE

***By 2020:***

Waitakere City will be an energy cell, not an energy sink.

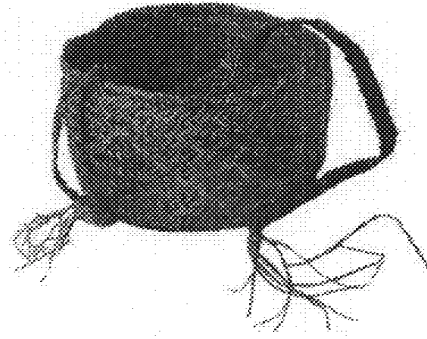


***To contribute to this over the next 10 years the Council will:***

- Encourage alternative methods of production/transmission particularly in new subdivisions and business parks
- Model alternative energy possibilities in its own buildings
- Work to reduce fossil fuel use reliance on fossil fuel use
- Support innovative energy technology – include public lighting as an action
- Building and place design for energy efficiency

***This was not identified as a priority area in 1992, so no measures are in place.***

**ZERO WASTE**



**By 2020:**

Waitakere will be a clean and attractive city that sends no waste to landfill.

**To contribute to this over the next 10 years the Council will:**

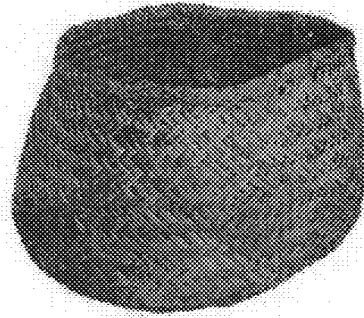
*To contribute to this, over the next 10 years the Council will:*

- Encourage alternative methods of waste management and waste reduction
- Set, and work collaboratively towards, a Zero Waste target
- Complete the rehabilitation of closed landfills
- Look at business opportunities based on its expertise in sustainable waste management
- Buy recycled products

**Looking back & moving forward: what has been achieved since 1992**

Measure	Trend	Comments
Minimise the waste from City residents and businesses that is sent to a landfill (through reduction, recycling, recovery or composting)		Waste generation is reduced by 30% since 1995/96, to 154 kg/person/year. Of waste deposited at the Transfer Station, 25% is recycled or composted.

**CLEAN AIR**



**By 2020:**

*Eliminate deaths from air pollution*

**To contribute to this over the next 10 years the Council will:**

- Promote emissions testing and emissions control
- Complete 15 Climate Change Protection Projects
- Support clean transport options including walking, cycling, and low-emission passenger transport
- Adopt and support the Kyoto principles
- Strongly advocate for first-world fuel standards
- Designate smoke-free public areas
- Be careful in its use of herbicides

**Looking back & moving forward: what has been achieved since 1992**

Measure	Trend	Comments
Particulate levels measured in Lincoln Rd (expressed as human health impacts?)		Particulate levels exceed health standards and are a serious cause for concern.