

**AGENDA FOR A SPECIAL MEETING OF COUNCIL (STRATEGIC REVIEW) TO BE
HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,
WAITAKERE CITY, ON MONDAY, 26 NOVEMBER 2001
COMMENCING AT 9.00 AM**

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1 APOLOGIES



2 BACKGROUND TO ECO CITY

PURPOSE OF THE REPORT

This report sets out the background to the eco city strategy, and describes how the key goals of the strategy link together. It proposes that the eco city framework be used as the starting point in the preparation of the Council's new Strategic Plan.

The Mayor will make a short presentation.

ISSUES

Waitakere is one third "urban", one third rural, and one third wilderness. It has long been a dormitory area, delivering workers to other parts of the region. The city is known for the wine industry, luxury boat building, for its artists and for film production including "The Piano" and "Xena Warrior Princess". More recently it has experienced significant job growth. However, approximately half the workforce is employed outside the city.

Waitakere City evolved in the post World War II period as a classic edge city - suburban, low density, car dependent, fast growing, amorphous. It grew rapidly in the 1960s and 1980s, accommodating rural-urban migrants in housing subsidised by the state. Under priced roading and other infrastructural services (water, sewerage) enabled this suburban, low density growth to occur.

The price of growth is identifiable - in the landscape with the degradation of forest, biodiversity, streams and harbours; in the social realm in poor access to key services, school performance. In the last 10 years, as rapid growth continues with little state support, a skewed income structure is emerging with relatively high levels of employment. Water consumption and waste generation levels are high by world standards.

The consequences are apparent for the environment in terms of catchment degradation through the modification of natural stream and bush environments, and for humans in terms of affordability and access to services. Planning practice particularly since the 1950s which separated housing areas from working environments, contributed also to what are now seen as key problems in cities such as Waitakere - car dependence and poor public transport systems, significant environmental impacts to air and water systems and the landscape, and the loss of a sense of community.

By the 1990s the town centres were jaded and losing customers to other regional centres. The area, deservedly or otherwise, had a "rough" and raw reputation. Overall Waitakere City residents, like those in other cities in New Zealand, are facing very high costs to deal with these issues. The political leadership in Waitakere in 1992 saw these characteristics as consequences of an approach to urban management that was unacceptable.

THE SUSTAINABLE CITY STRATEGY

The Council elected in 1992 committed to reshaping Waitakere in several significant ways: to halt threats to the Waitakere Ranges and to restore the ecological foundations, including in the urban areas; to promote local economic development; to reduce the commuter flows and provide jobs particularly for young Maori and Pacific Islanders; and to make communities safer, stronger and more self reliant. The goal - to become "Waitakere - Eco City"; and the strategies, principles, approach and programmes of local Agenda 21s were adopted by Council in March 1993.

Waitakere's approach comprised two core strategies.

First, natural capital (the environment) would be sustained and restored by making "the city" more compact. This consisted of promoting urban villages by encouraging and providing for significant growth in densities and mixed activity use in areas adjacent to key transport nodes and routes.

Second, partnerships with community, business, agency, Maori and other groups were (and are) critical to securing the change in investment patterns, to changing the nature of town centres, providing for public transport, (still under 10% of the rides taken), generating local employment, decreasing environmental impacts, improving community participation, security and access to health and educational services. Waitakere's approach was to maximise engagement with stakeholders across key issues to both the community and the Council.

The eco city strategy has now been in effect for almost 10 years. Council has played a leadership role in the strategy's development and implementation. Broadly, the approach has been based on using the planning frameworks required of all local governments, i.e. the Local Government Act and Resource Management Act principally to establish a coherent and integrated programme. Simultaneously the Council championed issues of importance to business, public sector and community agencies to draw resources and services to the City.

There is evidence that progress has been made towards the goal of becoming a sustainable city - in the town centres, the green network, in the increased social and community facilities, in the partnerships forged with iwi, Pacific people, with business, the health and educational and social sectors, with youth, sporting and art/culture interests. The City has achieved national and international recognition for its innovative stance and for a commitment to practical actions.

In the last five years favourable changes have occurred in the context within which the city operates. Regionally, the Regional Growth Strategy mirrors the Council's approach. Nationally a wide range of initiatives show this Government's commitment to the principles already in place in Waitakere from the Energy Efficiency Strategy, Regional Economic Strategy, the proposed new Local Government Act, and new Waste Minimisation Registration.

The Council's own programme has focussed on investing in and securing change in three interlinked areas:

1. Urban and Economic:
 - Creating urban villages;
 - Catalysing public transport;
 - Economic growth, more local jobs.

2. Environmental:
 - Green network extension (including stormwater management);
 - Waste reduction;
 - Sustainable water / wastewater management.
3. Wellbeing:
 - Key wellbeing issues (health, housing, education) addressed;
 - Democracy strengthened.

Community interest groups provide a much more supportive framework for Waitakere's eco city strategy. Specific projects compatible with the overall strategy and pursued using a partnership approach include transport policy, sustainable development, climate change initiatives, and voluntary sector strengthening.

CONCLUSION

The eco city strategy remains relevant to the challenges the city faces today. Details of the strategy, and an analysis of the current state of the city, are suggested as the framework for the development of the Council's strategic plan.

RECOMMENDATION

That the information be received.

Report prepared by: Ann Magee, Director Strategic Projects.



3 SETTING A DIRECTION FOR WAITAKERE CITY – DEVELOPING A NEW STRATEGIC PLAN

PURPOSE OF THE REPORT

This meeting of Council is to choose the framework and the process for the preparation of the Council's new Strategic Plan.

The agenda for this meeting is in three sections:

Framework and process

- Legal requirements, and proposed changes to the Local Government Act 1974;
- Sustainability and the Triple Bottom Line;
- Community involvement and Community Planning;
- Proposed process and timeline for the Strategic Review.

Current strategic direction

- Urban and economic strategies;
- Environment, water and waste;
- Wellbeing and partnerships.

State of the city

- Key issues and trends in the society, environment and economy of Waitakere City.

STRATEGIC CONTEXT

Long term planning is a key part of local government's role of delivering services and activities in pursuit of positive outcomes for the community. Waitakere City Council has a tradition of good forward planning - of developing, with local communities, a sense of vision and excitement about the future.

Since the Council adopted Agenda 21, and a sustainable development approach, in 1993, the eco city vision has provided the inspiration for a huge range of practical changes and projects. Many of the things that were once thought impossible have now been achieved. What are the challenges of the next ten years?

The working title for this project, "Eco City +10", was chosen to encapsulate these ideas of achievement and of future challenge. Council's direction on this name is sought.

ISSUES

Legal requirements to undertake long term planning

One of the main themes of local government reform since 1989 has been to encourage local government to take a long term view.

The Local Government Act, and in particular its financial management provisions, provide the legal mandate for a comprehensive review by elected members of what Council, as an organisation, will deliver. The Act sets out detailed requirements which councils must meet in deciding what activities and services to undertake and how these activities will be funded. These decisions then need to be documented in a Funding Policy and a ten year Long Term Financial Strategy.

The financial management process requires Council to consider why it funds and delivers the services it does, in the light of alternatives. These alternatives may include:

- new or changed activities or services;
- service delivery structures e.g. corporatisation, business units and joint ventures;
- funding options e.g. rates, user charges, other funding sources;
- the alternative of taking no action.

The Act also requires that the community be consulted on Council's choices.

It is not possible to complete a Long Term Financial Strategy meeting legal requirements in time for the 2002/2003 Annual Plan, because this timeframe would not provide the opportunity for elected members to be meaningfully involved in the many and detailed decisions required by the financial management provisions of the Act. Instead, variances between the 2002/2003 Annual Plan and Year three of the current Long Term Financial Strategy will be set out within the Annual Plan document.

The other major statute that requires local government to plan ahead is the Resource Management Act. Again there are requirements to define what the Council is trying to achieve and consider alternatives, including the alternative of doing nothing.

Review of the Local Government Act

The Local Government Act is currently under review. Because many of the ideas being proposed in the review represent best practice, it is recommended that the Council base its processes for developing its new Strategic Plan on the new Local Government Act where appropriate.

The review is still underway, but a discussion document released in June 2001 sets out the key principles on which the new Act will be based. The context of the new Act is set by the proposed statement of the purpose of local government, which is:

“To enable local decision-making by and on behalf of citizens in their local communities to promote their social, economic, cultural and environmental well-being in the present and for the future.”

The requirements to undertake long term planning are strengthened in the new Act, with the 10 year Long Term Financial Strategy required under current legislation being expanded to a Long Term Council Plan (also for 10 years). The Long Term Council Plan is an opportunity to explain how all of the Council's activities fit together and how they relate to sustainability. This includes regulatory activities taken within the Resource Management Act framework as well as financial management issues covered by the Local Government Act 1974.

The new Local Government Act is also likely to require Councils to improve the way they involve and engage citizens in defining what they want for their community.

The legislation is currently under preparation and is expected to be before a select committee prior to the end of the year.

Sustainability and the Triple Bottom Line

New legal requirements to work towards sustainability fit well with the Council's eco city direction and with the systems and partnerships established since the Council adopted Agenda 21.

However the requirements to plan in detail for the Council's actions, to take a long term view, and to engage with the community, will not always work well together. Councils are complex organisations with a huge range of activities, and public attention spans can be short. Processes need to be developed to ensure that the community gets a say on the important decisions, but also that sustainability issues (including the need to work with local communities) are taken into account in the many smaller decisions made by Councillors, management and staff.

Triple Bottom Line is one technique for achieving this, and combines:

- A methodology for considering environmental, economic and social issues (and, in the case of local government, cultural issues) in planning, reporting and performance improvement;
- A process of stakeholder engagement

A Triple Bottom Line approach is not a new concept in Waitakere City. Since becoming an eco city in 1993 the Council has been working towards sustainability and involving stakeholders, and has gained many benefits from this approach.

The approach to planning and reporting used in Annual Plans from 1997/1998 to 2000/2001, had many features in common with Triple Bottom Line. It would be expected that a Triple Bottom Line approach to future Annual Plans would build and improve upon these features to provide a more easily used and understood framework, as well as incorporating the fundamental Triple Bottom Line approach of involving stakeholders in developing the framework.

Evaluation of the Triple Bottom Line approach and its potential application in Waitakere City Council is underway and will be reported to the appropriate committee in the near future.

Community involvement

Strategic planning provides opportunities through the consultation process to strengthen the relationship with partner organisations and to work more closely with the community.

The communications plan for this project will no doubt change with time and to reflect political and community priorities. At this point the recommendation is to communicate with the public, and to work with our partner organisations, in the following overall framework:

- Working with partners;
- Formal Consultation;
- Surveys;
- Other methods of public involvement.

Working with partners

The Council has a range of formal and informal partnerships which cover most of the key interest groups in the community. The process of developing a new Strategic Plan needs to recognise and strengthen these existing links.

In practical terms this means consulting early and often with key partners, keeping an open mind, and making sure that decisions - including any decision not to respond to or to fund others' priorities - are openly made and clearly communicated.

Formal Consultation

Two rounds of formal consultation are proposed, with consultation on the vision and direction for the Council aligned with the consultation on the 2002/2003 Annual Plan in April 2002, and consultation on the detailed document in April 2003.

Each of these consultation rounds involves publishing a draft document, receiving written submissions, holding hearings and then adopting a final document.

Experience has shown that this formal consultation, while it is valuable and well used by some sections of the community, is not enough in itself to reach the many different communities which make up Waitakere City.

Surveys

Each year the Council undertakes a range of surveys aimed at measuring public perceptions of key issues and of the Council's performance.

Surveys offer a useful counterbalance to the formal consultation process because they generally reach a wider cross-section of people, many of whom would never come to a public meeting or make an Annual Plan submission.

The Household Consultation Survey and the Business Survey, both of which are written surveys, can potentially ask for input to the vision and to the Strategic Plan. This would mean asking questions in the 2001 Household Survey about residents' vision and values, and asking questions in the 2002 Household Survey and Business Survey about what the priority actions are for the Council for 2003 and beyond.

Telephone surveys and focus groups can also be used where appropriate to inform specific decisions.

Other Methods

To generate a sense of excitement and involvement, a wide range of other activities need to be co-ordinated around the key consultation dates. Displays, events, visioning workshops, press releases and articles in Waitakere City News, are all potential activities, although some do have budget implications. The communications plan for the State of the City Report, which includes lesson plans and a video, will also serve the needs of this project.

Community Planning

All of the methods above seek to involve the community in the Council's planning. Community Planning is distinct from community involvement and involves identifying shared goals and describing what needs to be done, by other organisations as well as by Council, to achieve those goals.

The West Coast Plan and the Wellbeing Strategy are both examples of community planning. The Ranui Action Project will also develop a Community plan, and goes one step further by building community capacity and leadership, and bringing in extra resources specifically to meet the community's goals. Other community planning processes underway or planned are the Economic Development Strategy and the Collaboration Forum.

Waitakere City Council is at the forefront of community planning, and is well recognised by Central Government as the leader in a style of governance which the Government itself is keen to pursue. However the review of the Local Government Act stopped short of requiring Councils to prepare Community Plans, so this is an optional component of the process.

The process of preparing a citywide Community Plan will require staff time and incur some additional costs. However the advantages of this planning are expected to outweigh the costs and include:

- Acting as the framework for existing and planned Community Planning exercises to be linked to the overall vision for the City;
- Providing a clear mechanism for the Council's actions, identified through Community Planning, to be included in the Long Term Council Plan and Annual Plans;
- Identifying and (as far as possible) fill gaps not addressed by existing Community Plans.

Proposed Process

A1-A7 In broad outline, a suggested process for developing a new Strategic Plan is attached at pages A1 to A7. Key milestones are

February 2002	Work with partner organisations to develop Vision
March-April 2002	Produce and consult on draft Vision Document
April-Sept 2002	Develop Community Plan (including a detailed plan for the Council's actions)
October 2002	Instructions to Council units for preparation of 10-year budgets
March-April 2003	Produce and consult on draft Long Term Council Plan
June 2003	Adopt Long Term Council Plan

RESOURCES

This project is budgeted for in 2001/2002 and will also require a budget for 2002/2003. There is an additional cost of \$10,000 in 2002/2003 if the Community Plan option is chosen.

The development of the Strategic Plan is the major piece of work for the Strategic Planning and Monitoring team in both years, and also requires input from across Council.

RECOMMENDATIONS

1. That the information be received.
2. That Council undertake a review of its activities and services which meets current legal requirements and best practice as signalled in the new Local Government Act.
3. That the review process be named "eco city+10".
4. That the Council prepare a Community Plan as part of the eco city + 10 process.
5. That the process, including key consultation dates, be as set out in the Project Plan attached at pages A1 to A7 to this agenda.
5. That the Household Consultation Survey for 2001 be used as a survey of residents' vision and values, as input to the eco city+10 project

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



4 **STRATEGIC PLATFORMS BRIEFING**

PURPOSE OF THE REPORT

The purpose of this report is to provide some background information to Councillors prior to the presentations and workshops on strategic directions, as part of the initial stages of the strategic review. The material is limited to information on the issues and the current approach. Strategic directions and priorities will be addressed in future meetings.

BACKGROUND

Over the last nine years, since Waitakere declared itself an eco city, the Council has sought to provide a framework for sustainable development of the whole of the city, by recognising the need to develop and encouraging economic growth while maintaining social cohesion, as well as protecting and enhancing environmental values.

This saw Waitakere recognised as a leader in many fields, for example in cementing strong social partnerships and networks, in developing concept and structure plan methodologies with community input, for deciding on the form of key development areas, by investing in the city infrastructure such as streets, plazas and facilities, and by using innovative techniques to manage wastewater, stormwater and the Green Network. During this time, the eco city has moved from a concept to a reality on the ground.

STRATEGIC CONTEXT

This report is in three sections:

- Urban development (including economic development, sustainable business, transport);
- Environment (Green Network, water, waste, energy);
- Wellbeing (partnerships, safety, social development).

These sections are a background and in some cases, a summary of the material which will be presented at the meeting.

SECTION A) URBAN DEVELOPMENT

ISSUES

Sustainable cities

It is estimated that 80% of the world's population will be living in cities by mid twenty-first century. Successful cities will be the lifeblood of the economies of the 21st century, and communities in both the northern and southern hemispheres are re-examining the planning concepts which have driven post war city design. For 50 years, Western cities (in the main) have been designed around the assumption that everyone will own a car, and that cities will import all their food and material requirements and export all their waste. The "ecological footprint" of Western societies is such that their uptake of resources and energy greatly exceeds their population share.

For 80% of the world's population to live in this way is clearly unsustainable. 21st century cities will need to be self-sustaining - this means being able to manage water and waste internally, to employ their citizens, generate energy, manage transport, manage the distribution of activities and contribute to the food supply.

Waitakere development pattern

In New Zealand the major cities are all grappling with these issues on various levels. New Zealand cities are young by international standards, and in Waitakere particularly so. The urban area of Waitakere City is narrow and linear. It takes up much of the area between the Waitakere Ranges and foothills in the west, and the shores of the Upper Waitemata Harbour in the east. This urban area is roughly 22% of the City's total land area, and contains 91% of the total population of the City. Much of Waitakere City has been built in the last 20 years, particularly the northern area which expanded rapidly with the NorthWestern motorway development in the 1950's. In the older more established areas, urban growth is expanding outwards from Henderson, Glen Eden and New Lynn as well as occurring at the urban fringe. Planning has largely been based around assumed access to a car, to the point where a car is necessary to do almost everything you need to do - get to work, visit friends, take the kids to school, go shopping etc

Constraints and opportunities

The downside of separating the places where we live, work and play is becoming apparent in congested roads, polluted stormwater and streams, and social isolation. This existing development pattern of the city presents both constraints and opportunities. Concerns particular to Waitakere City are:

- the need to protect the Ranges and the West Coast;
- the large residential population, and the impacts of both an aging population, and a high proportion of young people;
- the lack of large local employment centres, with expertise and dollars leaving the city each day;
- our particular heritage - both Maori and European, including industrial and built heritage, as well as environmental heritage;
- the need to sustainably manage the redevelopment of our existing centres and to guide development in our only major greenfields areas in the north of the city.

Pressures on our urban spaces

However, there are also pressures that impact on the town centres as well as most of the urban fabric of the city. These are:

- Changes in transport such as the rapid growth in car numbers, and the growing need to get around the region as opposed to the historical focus on the Central Business District;
- Changing demographics of the population, particularly the greater number of single parent households (18% in 1996), and the increasing proportion of older citizens;
- Changing employment patterns - such as more part time work, more work at home, increasing service industries, more women in the work force, more time spent in education;
- Economic changes, including the shift from industrial to service and knowledge industries, indicating a need for adaptable building types;
- Increased community expectations regarding the quality of the urban environment, as well as increased involvement in consultation processes;
- The need to use resources more efficiently including water, energy for houses and transport, and building materials;
- Increased environmental awareness and requirements, and the impacts of this on city planning;

- The trend towards privatisation of public spaces such as converting streets into mall spaces or public roads into private housing developments.

COUNCIL STRATEGIES 1993 - 2001

The Council's strategic direction for City development is a set of responses to these challenges. The key themes of the City's urban and economic strategies are:

- Urban consolidation;
- Integrated planning;
- Transport;
- Economic development and employment.

URBAN CONSOLIDATION

In the early 1990's, the Council developed an Urban Development Strategy to provide for and manage the effects of urban expansion. Nine options focusing on different locations and forms of urban growth were evaluated, taking into consideration demographic, socio-economic, lifestyle and technological changes. A compact city concept was chosen. The Urban Development Strategy is reflected in Proposed District Plan policies as well as the city's strategic planning programmes for town centre and employment creation.

The key elements of the Urban Development Strategy are:

- urban containment with development to be focused primarily within current urban boundaries;
- expansion into greenfield areas where strict environmental criteria can be met;
- maximum protection to the Waitakere Ranges and preservation of the rural character of the foothills of the Waitakere Ranges;
- a range of residential densities, with intensification at selected town centres and along transport corridors, and with opportunities for rural residential development;
- flexibility for mixed use development to provide for local employment opportunities and reduce commuting to work;
- affordable infrastructure development to determine the rate, type and direction of urban growth;
- energy efficiency, affordability, accessibility and high amenity values.

Urban development programme

The urban development policy had its beginnings in the Greenprint, in December 1994. This laid out the compact city idea, which is based on the view that social, economic and environmental benefits are greatest when growth is focussed on urban villages. An urban village has good transport links, housing choices, local employment, and a range of safe and enjoyable leisure opportunities. The urban villages policy began the process of shifting Waitakere City from a series of 'dormitory' suburbs, to a city with defined town centres, surrounded by suburban and rural lifestyles, with an increase in local employment opportunities. Key factors are:

- transport access whether cars, buses and rail, walking and cycling;
- employment and residential density. Most studies show a correlation between density and ability to support public transport;

- clustering of key services such as libraries, sports facilities, social services, and retail opportunities reduces length and frequency of car trips. One of the important effects this has is to reduce CO2 car emissions and reduces the impact on stormwater pollution, both big issues in modern cities.

The policy was extensively discussed with the community throughout the 1990s and community engagement remains a part of the programme's evolution.

Key sites

In spatial terms, Waitakere City's urban development strategy components are as follows:

- Develop/expand New Lynn, Henderson and Westgate as main town centres;
- Develop smaller centres in the medium to longer term, such as Glen Eden, Te Atatu Peninsula, Sturges, Swanson, Ranui, Titirangi etc;
- Develop Lincoln Road as a mixed use transit-oriented corridor;
- Develop the Northern area of the city between Westgate and Hobsonville.

Work is currently ongoing in each of these areas.

Housing

Studies indicate that the defining of the city boundary tends to increase house and land prices. The market tends to react to signals from middle and upper ends of the market only, and to ensure sufficient and affordable housing for all citizens, some policy intervention is considered necessary. Some cities have ensured a mix of housing opportunities in their city by retaining a large portfolio of housing stock and /or investing in land for low cost housing. In Waitakere, a Housing Policy has been developed which includes continued support for, and redevelopment of, Council provision for housing for older adults. A housing needs assessment in Waitakere City is included in this year's annual plan. Waitakere City also works closely with Housing New Zealand, and has participated in developing a regional affordable housing policy.

Waitakere's strategy was to attract people into the urban area, by building vibrant town centres with a range of living, working and leisure opportunities. Provision of housing, usually called medium density housing, in town centre areas is a key component of this approach. Mixed use, such as buildings which can accommodate a range of uses such as commercial and residential, or areas where mixes of compatible uses coexist, is another key component. Some research suggests that 75% of business activities are compatible with residential activity.

Waitakere City Council pioneered the development of medium density housing to fit around railway stations, town centres and main roads, while limiting infill housing and urban growth on the city edge. The changing demographics of the city's population mean that strong demand has emerged for low-maintenance homes for one and two person households.

Concerns about medium density housing are in evidence, and Council has a staff team looking at a range of issues such as making Council processes clearer and quicker, improving design, establishing good communications to prospective buyers and local residents, and running seminars for developers.

A major study of the first medium density large site in the city, Ambrico Place in New Lynn, in 2001 found that people are choosing to live in medium density housing for reasons of location, security, low maintenance, and enjoy the access to facilities and transport options.

Value of urban design

Several international studies have been undertaken investigating the range of benefits realised by public investment in good urban planning and design. There are a range of benefits and below is a brief summary of some of them. Benefits of good urban design include:

- better quality pedestrian areas and public places, such as pavements, lighting, access, seating, services, pedestrian safety, and general usability for citizens;
- more local and regional economic activity generated, supported by better access by car, rail, bus, trucks, cycles and walking to market areas. Accessible local residents (living close by), and more attractive towns attract other supporting businesses and services. Public investment in creating more attractive town centres has been demonstrated as one of the key drivers of economic growth.;
- Councils are seen as more responsive to citizens, especially because of the obvious physical improvements;
- increase in rateable number of residents and businesses resulting from more intensive land use, especially where empty or under-utilised industrial sites are used;
- better air quality from better street networks (less CO2 demonstrable);
- more support for passenger transport resulting from better land use, and reuse of under-utilised sites;
- local spending encouraged from the onflow effect of building investments in the city
- local involvement in local planning gains citizen participation, meeting Agenda 21 principles and sustainability objectives of the Resource Management Act;
- leverages investment in the city - public investment provides private investors with confidence. In Waitakere City we can see increased economic activity in each township, plus major external investments (around 90 -100million pa), plus local investments in retrofitting and expansion. Examples are Tegels, Phoenix, Film studios, marine industry developments.

Council investments in town centres

While the quality of private developments is of great importance, the Council is still the owner of the street, roads, parks and strategic sites in Town Centres and has a requirement to protect and enhance public interests. This ownership and investment can both prompt and attract the particular kind of investment that Council sees as desirable. The complexity of future development, which needs to be responsive to environmental, transport, amenity, public good, market and regulatory pressures would indicate that Territorial Authorities are the only bodies with the ability to weigh up both private and public good interests.

As a cost comparison, Council allocated \$1.1 million annually through 1994 to 1999 to the urban revitalisation programme which is in the same spending order as the amount spent on cleaning and beautifying the city's streets annually. The urban revitalisation budget has acted as leverage for major investment in all areas where the funding has been directed. This investment, which includes libraries, community centres and other activities continues with work underway and planned in each major town centre and in the Hobsonville area.

Key results

The Council's initiatives including direct investment in Town Centres, concept and design programmes, District Plan provisions and the non-regulatory work have contributed to major changes to the city-major investments have been triggered, the streetscapes of the town centres have improved enormously, there has been considerable interest in providing housing in the city, and employment is increasing faster than the population growth. Obviously, some areas are in transition and Council will need to consider what interventions or investments it wishes to engage in to support ongoing viability of key areas.

INTEGRATED PLANNING

Regional

The Auckland region has been grappling with the problems of modern cities through various regional planning exercises which have resulted in the Regional Growth Strategy (1999) and the Regional Land Transport Strategy (also 1999). These strategies reflect very similar decisions, made in the face of the same pressures, as Waitakere City's strategy. Both seek to create cities which have a balance between car based transport and public transport, walking and cycling; between the need for more housing and employment and the need to protect our environmental assets; between our current needs and the needs of future Auckland region inhabitants. In 2001, Waitakere, Rodney and North Shore agreed to the Northern and Western Sector Agreement which seeks to manage cross boundary growth issues between the territorial authorities, consistent with Regional Growth Strategy desired outcomes. As the Regional Growth Strategy is implemented, it is possible that up to 30% of Auckland inhabitants will be living in denser housing styles by 2050.

Council planning

Since the early 1990's, Council's strategic direction has been implemented through a range of programmes which seek to integrate environmental, social and economic objectives. The District Plan is an important component of this approach and offers greater opportunities for a flexible approach to land use. It encourages residential and business densities which will support local economic activity and good public transport, as well as strengthening local communities. While this has been taken up by developers, this has resulted mostly in residential rather than mixed use building types. The Council's strategic planning including the Long Term Financial Strategy directs the City's infrastructure investment towards creating attractive town centres with good roading and passenger transport access while protecting and expanding the "green network" of streams, parks and stormwater facilities.

Council processes and projects

Community participation has been the cornerstone of all town centre and smaller centre development projects. This is achieved through public design workshops, 'charettes', and continuing advocacy in town centre areas. These processes create concept plans, which, while not regulatory, do give guidance and some certainty to those seeking to invest in town centres.

District Plan provisions were developed to support these changes by identifying areas around town centres and major transport routes where higher density residential and mixed use opportunities could be established, subject to strict design criteria, but with the minimum of 'red tape'.

Non-regulatory initiatives over the last three years include the development of design guidelines for developers and medium density planning, and establishing pre-consent teams to work with developers and investors from the initial stages of a project. Council has also created Waitakere Properties Ltd which has developed successful pilot housing projects in key areas such as Harbourview on Te Atatu Peninsula.

TRANSPORT

Issues

Waitakere City's transport system is already under pressure, with traffic congestion a significant cost to households and businesses. As the population increases these problems will get worse unless the City can reduce the need for trips and provide people with a real choice of how to get around. Waitakere has high levels of car ownership in the city per household, and currently the number and length of trips taken by car is increasing per capita. Interestingly, public transport use is also on the increase. Some of the pressure on the roading system is generated by an inherited road system which is dependent on main arterials linking main centres, instead of a linked network of roads.

Regional Transport

Key external influences are the Regional Growth Strategy and the Regional Land Transport Strategy, both adopted in 1999. Waitakere City Council is signatory to both these documents. Regional transport planning, while recognising the continuing role of the car in the Auckland region, is based on the region investing in increased access to safe and frequent public transport. This will require planning for infrastructure as well as integrating the services of rail, bus, ferry, cycle, private car and walking access.

The regional plan largely adopts the strategy that Waitakere City Council has been working to for some years. The compact city concept encourages housing and business development based around public transport growth centres across the Auckland region. The Passenger Transport Action Plan outlines the key transport initiatives required to cope with the expected increase in population and activity in the region over the next fifty years. Key actions for Waitakere City include planning for public transport corridors and facilities as well as increasing road capacity to the Auckland Central Business District down Great North Road, and capacity in the northern part of the city to the North Shore with new motorways. Ferry development is also part of the regional strategy, and ferries from the Hobsonville Peninsula are in the planning stage. The securing of the rail corridor to enable the development of a dedicated public transport system is a key part of the strategy.

Linked safe systems

Safe routes for walking and cycling, linked with the bus and rail passenger system, linked with existing road networks and town and neighbourhood centres, are all essential if citizens are to move freely around the region. Greater density of population will support a public transport system, and a good public transport system will give people options as to how they move around. Other challenges for a sustainable transport system are making roads more attractive and safer, dealing with stormwater off roads, limiting air pollution through better road connections, and reducing the number of, and length of trips required for daily living requirements.

There are some park and rides established in the city such as those at Swanson, Ranui, and more are being planned for other stations. These are required to support both bus routes and the rail routes through the city.

Rail

The rail project is seen as a key factor in unlocking Waitakere's economic potential, and Central, Regional and local Government are working towards improved service for our residents in the near future. Separate briefings on this project and its key milestones have been given to Councillors on this issue and will not be repeated here.

Roading

Waitakere spends a considerable sum of money (around 15% of its budget) on roading, and there have been a range of projects over the last ten years to move towards a more sustainable roading system including installing streets which slow the traffic, providing advice and support to the community through a Road Safety officer, placing pedestrian refuges on key arterials to enable safer pedestrian crossing points, and joint planning which has tried to link walkways in parks with footpaths, and linking key roads together, as well as joint roading and stormwater initiatives. Current planning includes investigation into a bridge over the Whau River, linking Rosebank and the McLeod Road areas although neither the bridge nor the point of entry into Waitakere has been determined.

Key projects

Current major transport projects are the rail project (the entity, the rail mode, station siting, station access planning, connections to cycle and walking routes), planning for pedestrian access and park and rides around major stations, investigation into the Whau bridge, participating in planning for State Highways 16 and 18 to support local development, developing a Cycle and Walking Strategy, planning the New Lynn rail and bus interchange, widening the Lincoln Road interchange to allow for buses onto the motorway at that point, planning for managing the impact of State Highway 20 on New Lynn, and linking Veronica and Ward streets across the rail line, also in New Lynn.

ECONOMIC DEVELOPMENT AND EMPLOYMENT

Issues

Historically, Waitakere City was largely established on exploiting the natural resources of the area (clay and timber). The growth in the 1950's and 1960's, occurred in a land use planning framework which separated work and living, which contributed to Waitakere developing as a dormitory suburb of the Auckland region. More recently the City is experiencing the worldwide trends towards the diversification of working activity, increase in part time work, and loss of manufacturing and large public sector employment. Council goals have been around supporting local businesses as well as attracting regional investment initiatives.

An issue for Waitakere City is the low average educational attainment by school leavers, and the impact this has on gaining employment, and future retraining if required. Local high school networking and planning initiatives, and a Waitakere City tertiary institution would certainly influence this trend, and Council has been active in advocating for these initiatives.

Small and medium sized businesses make up 97% of our local business numbers (those with under 20 employees). This is close to the regional average of 96.3%, although our proportion of very small businesses (those under five employee's) is very high at 93%. We have 88 businesses with over 50 employees. The small businesses, often homebased (although we do not have accurate data on this) are the mainstay of local economic activity. This number of small businesses may indicate an untapped market for mixed-use building initiatives.

STRATEGIES

Regional

Overall, Waitakere City has been increasing local employment opportunities at a greater rate than its population growth, and has also been growing its GDP faster than the Auckland region (to March 2000, Waitakere City Council GDP grew by 7%, region by 5.4%). In the last 20 years the business focus has shifted away from the Central Business District, and a decline in the Central Business District activity is the result, although many “high order” jobs in management and finance remain focussed in the Central Business District. Waitakere is working with other territorial authorities on a regional economic development strategy, and is also preparing joint applications for key regional economic development projects.

Employment development

Waitakere City employment is overwhelmingly in the service sector, with considerable manufacturing and construction activity. Wine, arts and boat building are relatively small sectors at present, but are expected to grow rapidly. The strategies have been to identify key growth sectors and encourage co-location of related industries (the cluster approach). Supporting home based businesses has also been a feature of Waitakere’s activity.

With so many jobs in the service sector, it is important to capture as much local spending activity as possible. Residents who work outside the city have a choice whether to shop close to home or close to work. Improving the City’s town centres makes it more appealing to spend locally. The growth of the café culture in Titirangi is a good example of how encouraging people to shop and relax in their local town centre can support local business.

Industrial land availability

Some concern has been expressed over the increasing amount of industrial land being used for residential purposes. Much of the land now being used for residential is no longer desirable or suitable for modern industrial purposes. Issues of accessibility, environmental constraints and changing business patterns are all contributing to this change. An intensive site by site analysis of the city in 2001 indicated that little usable industrial land is available, mostly due to these changing industrial requirements. In the short term, Lincoln Road/Central Park Drive area, and redevelopment, expansion and/or intensification of existing sites such as Tegels have done in Henderson, will be the main options.

For the longer term, Council is planning that the staged release of new land in the northern area of the city will accommodate future commercial, retail, and industrial initiatives. Concern that land be used more intensively by business is part of the planning work planned over the next two years for Henderson (including Lincoln Road and Central Park Drive) and New Lynn (initial focus on either side of the Clarke Street area).

Key Council Activities

- Business Surveys

An extensive business survey, Business Connection is done every two years with local businesses which provides Council with information about a wide range of questions to do with local businesses such as ease of access to Council information, internet usage, where they source their materials from, level of export activity etc. The last survey was done in January 2001.

- Enterprise Waitakere

Waitakere has a separate delivery arm for economic development, Enterprise Waitakere, which is focussed on training, tourism, supporting key growth clusters in the film and boat building industries, as well as attracting businesses to the city.

- Town Centre developments

The Council's own investments in town centre amenity have stimulated large scale investment by the private sector in business and residential development. These developers are in turn paying financial contributions which mean the Council can recover its costs in some areas.

- Economic Development Strategy

While the Economic Development Strategy is still in the development phase, the strategy is likely to focus on supporting local employment, seeking out industries which attract others, finding niche markets in the service and high tech industries, and supporting and strengthening access to information technology. Council held an Economic Development Summit in April 2001, and this provided valuable information sharing and networking opportunities to local businesses. Internationally a Sister City programme is also established.

- Sustainable Business

Waitakere City's strategy of Sustainable Business is not only about business development. Waitakere has been a leader in supporting local businesses to make better use of energy and resources and to produce less waste. The Cleaner Production programme and the Sustainable Building guidelines are examples of this.

- Business customer services

By working with council officers in the pre-consent process Council has developed, it is possible to design retail, industrial, residential and mixed use opportunities which meet the needs of the business, and the final user, with minimum time delay to meet Council requirements. To date this has been evident mostly in the residential sector, but with future developments planned, this will expand to other developments.

SECTION B) ENVIRONMENT

The issues and strategies for the environment fall under six headings:

- Green Network,
- Water,
- Solid Waste,
- Climate Change,
- Air pollution; and
- Energy.

GREEN NETWORK

Issues

What is the Green Network?

The 'Green Network' is a holistic approach to the protection and enhancement of the natural values of the City - the native bush, lakes, streams, wetlands and the native wildlife supported within these ecosystems. At the core of the Green Network are the Waitakere Ranges. The vision for the Green Network sees continuous fingers or passageways of green planting extending from the Ranges down through the rural and urban communities of Waitakere, along streams, through parks and other areas not covered by buildings or tarseal, eventually reaching the sea. The vision brings the natural environment into the everyday lives of all of the people of the city.

What are the Important Natural Values of Waitakere City?

Few cities have the extent of native vegetation that remains in Waitakere City, and the Waitakere Ranges are recognised as nationally significant. With the warm, moist climate, the ranges make an important contribution to the natural wealth of biodiversity in New Zealand, being home to about 20% of New Zealand's native flowering plants and 60% of ferns. Two nationally significant wetlands are located in Waitakere City at Te Henga and Whatipu, as well as many smaller wetlands and salt marshes. Although much of the area has been logged and cleared for pasture in the past, the rate of regeneration has been rapid, and the Ranges are identified as an outstanding landscape area and a particularly important native wildlife habitat.

Waitakere City is home to a number of threatened and rare birds, including forest birds such as Kereru, the North Island Kaka, and the New Zealand Falcon, wetland birds such as the Australasian Bittern, the North Island Fernbird, the Spotless Crake and Marsh Crake and coastal and estuarine birds such as the Variable Oystercatcher, the Caspian Tern and the Banded Dotterel. There are a number of gecko and skink species, several small colonies of the threatened native long-tailed bat, the native Hochstetters frog, and a large number of invertebrates, including the Kauri Snail. Twelve species of native fish have been identified city-wide, with a threatened species, the banded kokopu, and one of New Zealand's rarest freshwater fish, the shortjaw kokopu still surviving in some urban streams.

Why a Green Network?

Natural ecosystems perform many life-sustaining functions that are often taken for granted, such as the absorption of carbon dioxide and the production of oxygen, maintaining the water cycle, waste treatment, pollution control and flood mitigation. Intact areas of nature also have aesthetic, recreational, tourism and spiritual values.

Through creating continuous green passages from the ranges to the sea, the habitat of birds and ground-dwelling native wildlife will be extended, urban and rural streams will be shaded, bringing less temperature fluctuation, more dissolved oxygen and better filtering of pollutants before they reach the stream, and a better habitat for aquatic wildlife. The landscape of the rural and urban areas of the City will be improved, and recreational and food gathering activities will benefit. In addition, 'bringing the Ranges to town' will mean more opportunity for access to the Green Network and for urban communities to get to know and value the nature of Waitakere. That which is known and valued is more easily and willingly protected.

The tangata whenua of Waitakere City, Te Kawerau A Maki and Ngati Whatua, through their resource management statements, are concerned with the promotion of holistic and sustainable management of the environment, ensuring that native bush (ngahere) and fauna and their ecosystems are protected and enhanced, and exotic plants and animals that are damaging, destroying or competing with native species or their ecosystems are eradicated. They support the protection of the mauri (life-essence, life force or power) of the bush and natural waterways, protection of the food producing and life supporting capacity of the waterways, and the replanting of vegetation alongside waterways.

Legal basis for the Green Network

Section 6 of the Resource Management Act 1991 obliges Council as a matter of national importance to recognise and provide for:

- The preservation of the natural character of the coastal environment, wetlands, and lakes and rivers and their margins, and the protection of them from inappropriate subdivision, use and development;
- The protection of outstanding natural features and landscapes from inappropriate subdivision, use and development;
- The protection of areas of significant indigenous vegetation and significant habitats of indigenous fauna;
- The maintenance and enhancement of public access to and along the coastal marine area, lakes, and rivers;
- The relationship of Maori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga.

In addition, Section 7 directs that Council shall have particular regard to, among other issues, the intrinsic values of ecosystems, and the maintenance and enhancement of amenity values and the quality of the environment.

Significant Threats to the Green Network

- **Habitat loss or degradation and fragmentation**

With urban subdivision and development, most of the habitat in the lowland area of the City has been lost due to urban development, until only 9% of the bush in the Tamaki Ecological District remains. Bush clearances for further roads, houses, or outdoor living space around houses located in bush areas result in loss and fragmentation of bush areas, weed invasion and more limited food supply and nesting habitats. It can lead to inbreeding and a decrease in genetic diversity as native species find it increasingly difficult to move between areas of bush.

Many of the City's wetland areas have been drained, and many streams have been piped, culverted or channelled. Water pollution, water temperature rises and changes in stream hydrology with more floods and higher flood peaks have degraded freshwater and marine habitats.

- **Plant and animal pests**

These upset the natural order of New Zealand's native species. Animal pests such as possums, rats, cats, ferrets and stoats hunt native wildlife, compete with them for food and/or habitat and can destroy native vegetation. Biosecurity failures, for example the Painted Apple Moth, have the potential to be a huge problem. Weeds strangle or smother native trees and prevent natural regeneration. There are now over 175 plants considered environmental weeds in Waitakere City, many of which are 'garden escapes', that is, they were originally planted as garden plants.

- Destruction or exploitation of bush and wildlife by humans

This can happen through roadkill, hunting, fishing, gathering, collecting, fires, trampling, firewood cutting and introduction of pet predators such as cats.

Strategies and Initiatives

In the last six years there have been many fundamental changes in the way the City manages the Green Network. With the proposed District Plan, the Weeds Strategy, the Parks Strategy and the draft Stormwater Strategy, much of the policy base is now in place. Progress has been made towards achieving the Green network vision, with significant new initiatives including:

- Mapping of outstanding and significant natural values as part of the proposed District Plan, including native vegetation, fauna habitat, landscape, geopreservation sites and riparian streams;
- Regulatory controls that protect significant vegetation in the urban and rural area as well as in the ranges;
- Regulatory controls that establish and protect riparian margins alongside streams;
- Regulatory controls that put in place a Metropolitan Urban Limit (MUL), to contain urban development within a boundary drawn to protect the foothills and countryside from urban sprawl. Conversely, medium density housing is provided for within the existing metropolitan limit, with a view to accommodating much of the anticipated population growth in the city;
- Structure Plan provisions in the Foothills and Countryside areas that provide for protection and enhancement of significant natural values, as part of the consent process for subdivision;
- Working with the detailed design and environment of the city's town centres to achieve stormwater treatment and integrate them where possible with the surrounding natural environment;
- Establishment of community partnerships and educational programmes, for example, Wai Care, Twin Streams, Enviroschools, Council support of Rivercare and Beachcare groups and the Weedfree Waitakere Trust, and Keep Waitakere Beautiful projects such as 'Trees for Babies';
- Provision of advice and information to landowners, for example on property management plans, weed control, and appropriate native plantings for specific sites (see the publication 'A guide for planting and restoring the Nature of Waitakere City');
- Development of partnerships with nursery outlets to encourage and guide eco sourcing of native plants, including development of an eco sourcing code of ethics;
- Design guides for developers that emphasize designing with nature and easy access to parks, streams and reserves;
- Some financial assistance to landowners for fencing streams and important vegetation from stock;
- Assistance and encouragement to landowners to put covenants over private areas of significant natural value, and provision of rates relief associated with covenanted land that meets certain criteria;
- Weed control and revegetation programmes on Council land;
- Weed control and revegetation programmes on private land through the Green Network Community Assistance programme, Keep Waitakere Beautiful and Ecowater projects, for example, 'War on Weeds', 'Ginger Out' and the Te Henga Wetland willow removal scheme, in conjunction with Rodney District Council;
- Recognition of streams as ecosystems worthy of protection, and management of stormwater accordingly - a whole new 'green engineering' approach, that brings stormwater management very much within the ambit of the Green Network;

- Recognising that stormwater management requires a holistic catchment-based approach, including protecting vegetation, planting riparian margins, minimising impermeable surfaces and finding ways to treat contaminated stormwater before it reaches streams.

WATER

Issues

Water and Wastewater

A safe and reliable water supply and sewage disposal system is critical to the health and wellbeing of households and business. Sewage, or wastewater, is waste from toilets, showers, sinks and washing machines, and trade waste from commerce and industry. In the rural areas, individual, on site water supply and sewage disposal systems are generally provided by each household. In the urban area, residents and business rely on the reticulated system outlined below.

Watercare Services Limited, owned by all the territorial local authorities in the Auckland Region, provides the 'bulk' water supply to the Region from the Waitakere and Hunua dams, and soon from the Waikato pipeline. Waitakere City purchases bulk water (from the Waitakere dams) from Watercare, and owns and operates (through its water department, Ecowater Solutions) a local network of more than 1200 kilometres of smaller water pipes that carry the supply to the houses and businesses of the City. Private owners are responsible for the pipes that carry water from the Council's system through their properties to their houses or businesses.

Ecowater Solutions also manages the more than 900 km of local sewers that take the city's sewage to the trunk sewers, and thence to the Mangere Wastewater Treatment Plant, both operated by Watercare.

The City's water supply, sewerage and stormwater assets such as pipes and pumping stations are the single largest area of expenditure within the Council's budget, with more than \$690m invested.

At the household level, a lot of water is wasted. Wastage also occurs in the Council's water and wastewater networks. Leaks in old water supply pipes, running under high pressure, can lose quantities of drinking quality water. Aging sewerage pipes, operated under low pressure, allow stormwater infiltration into the pipes through leaking joints and cracks. This infiltration, together with illegal connections of stormwater to the sewage system, causes increased volumes in the sewerage system that need to be treated, and causes sewage overflows during storms. Because these pipe systems are underground and their condition cannot be surveyed by visual inspection, sophisticated systems are needed to detect leaks and set an appropriate maintenance and renewal programme.

Stormwater

The key issues in stormwater are flooding, pollution, physical works and lack of riparian vegetation, and the impact of these on the city's streams, beaches and harbours and their native wildlife.

a) **Flooding**

Flooding causes risk to human life and to buildings and roads, can be a public health risk, entails costs for cleanup and repair, and impacts on land stability and erosion, water quality and wildlife in the streams and harbours. The Council's Hazards Register records properties in Waitakere that have flooded or are at risk of flooding. The Swanson, Opanuku, Oratia and Avondale Streams all flood properties in the lower, urban parts of their catchments.

Flooding has been exacerbated by the removal of much of the native forest cover, and the growth of the built up part of the city. This development has seen a huge increase in hard, impervious surfaces in Waitakere that prevent rainwater from soaking into the ground, thus causing far more stormwater runoff than occurs naturally.

In the past, the response of stormwater engineers to this excess of stormwater was to develop a network of pipes, concrete channels, gutters and outfalls to streams and harbours, to remove the water as quickly as possible. The result has been significant decreases in evapotranspiration, more frequent and serious floods downstream and more severe channel erosion. With much stormwater no longer filtering through the ground, there has been a loss of water quality and a lowering of the groundwater table, which can lead to loss of small streams fed by groundwater in dry periods. For the fish in the streams, flooding and piping of streams has often meant the destruction of their habitats and food sources.

b) **Pollution**

Pollution of the city's waterways affects their use for recreation, food gathering and as habitat for aquatic fauna. It has an adverse effect on the mauri, or life force, of the water. Pollution of the City's waterways comes from a range of sources, including:

- stormwater run-off from roofs, roads, car parks and other hard surfaces, which brings down with it dirt, litter, animal faeces, and contaminants such as oil, lead, copper, and zinc mainly from vehicle emissions, brake linings and tyres. Most of the city's stormwater currently runs into the waterways untreated;
- soil and sediment from areas of disturbed earth and erosion, for example, earthworks, stream channel erosion or damage to stream banks by stock;
- sewage overflows caused by rainwater getting into the sewerage pipes during times of heavy rain;
- rubbish dumped into storm water systems and streams;
- toxic leachate from contaminated sites such as old rubbish tips;
- release or accidental spills of toxic substances into the stormwater system and waterways;
- chemical fertilizer and herbicide / pesticide run-off from farming, horticultural and other uses;
- faeces/bacteria from farm animals, and feral animals such as possums;
- malfunctioning septic tanks discharging into waterways, especially in the heavy clay soils of much of Waitakere City;

- Dealing with these many sources of pollution in the city's waterways needs a multi-faceted approach.

c) Physical works

Waitakere is more fortunate than many other cities, in that a significant number of the city's streams remain open for much of their length, and have not been piped and/or channelled. Still, there are many physical structures and works in Waitakere streams that impact on the living creatures in the streams, for example, stormwater outfalls discharging directly to streams can erode stream banks and wash away fauna and their habitat, and culverts and pipes, especially if raised above the level of the stream, can create physical barriers to the ability of native fish to reach the sea in order to complete their life cycle.

d) Links with the Green Network

Water quality, together with flow volumes, water temperature, vegetation and the physical characteristics of streams, together make up the habitat of a stream. The quality of the habitat in 80 stretches of urban and rural streams in Waitakere City was measured in 2001. Results show that 24% of the stream habitats were good quality, 35% moderate quality, and 41% poor quality.

During the last eight years, it has been recognised that the streams of the city are an integral part of the Green Network, and that sustainable stormwater management needs to protect and enhance the aquatic ecosystems within the city's waterways, as well as controlling floodwaters. This has meant a fundamental change in stormwater management practices in Waitakere City.

Strategies

To achieve sustainable management of water supply, wastewater and stormwater, Waitakere City now aims to take a holistic approach in line with the natural water cycle. This means that management of the city's water supply, sewage disposal and stormwater aims for socially, culturally and economically acceptable solutions that produce attractive landscape sustained by healthy and biologically diverse streams, wetland systems, estuaries and harbours.

In particular, it is recognised that managing waterways to protect and restore ecosystems supporting native wildlife is just as important as using them to supply water, receive treated effluent and transport stormwater away.

The Water Cycle Strategy and the draft Stormwater Strategy have set the policy basis for water management, with strategies and initiatives over the past eight years including:

- Avoiding wasting water (for example, efficient water use, stormwater and greywater recycling, water friendly garden design, work on wise water use awareness and practice);
- Considering alternatives to transport of wastewater for treatment and disposal at Mangere;
- Encouraging alternatives to the traditional septic tank system of wastewater treatment and disposal in rural areas;
- Developing and monitoring demonstration projects, for example, swales to treat stormwater from the civic centre carpark, rain gardens to treat water off the Vehicle testing Station carpark, permeable paving with below ground water treatment in Parris Park and Central Park Drive, and litter traps in streams;

- Planning for stormwater innovation in new development areas, for example, the Oratia Structure Plan area (stormwater flows following development no more than pre development flows), Birdwood Concept Plan area, Penihana;
- Planning for innovation in new or redeveloped civic buildings, for example, the new New Lynn library, the Massey Community Centre and the Waitakere Hospital redevelopment;
- Leak detection and infiltration control;
- Applying stormwater controls as close to the source as possible, as an integral part of development, rather than an end-of-pipe type of control. Aiming for runoff volumes after development that are the same as they were prior to development, as an effective means of avoiding downstream flooding problems as a result of the development;
- Putting stormwater pollution control devices in place in new development areas, and finding ways of treating stormwater pollution in existing suburbs;
- Keeping streams open and as natural as possible;
- Protecting and planting stream margins;
- Involving people (many watercourses lie within private ownership).

Waitakere City is now considered a leader in the field of sustainable water management.

Solid Waste

Issues

Waste Levels in the City

Approximately 124,000 tonnes of waste comes into the Waitakere Refuse Transfer Station located at The Concourse, Henderson, each year, with about 90,000 tonnes going to landfill. Since 1996 when the local landfill at Kay Road was closed, all residual waste from Waitakere City has been sent to the Redvale tip on the North Shore. The remainder is diverted from landfill through re-use, recycling or composting.

Since 1997, the amount of waste generated per resident of Waitakere (including litter, dumping, inorganic waste and domestic waste) has been dropping, from more than 200 kg to 154.0 kg per person in 2000/01, with a particularly strong drop evident in 2000 after the introduction of user pays for domestic waste in July 1999. Waitakere compares well with other cities in the region, in particular Auckland City, which generates over 900 kg of waste per household per year compared with 450 kg per household in Waitakere City.

However, the amount of waste to landfill is costly in both environmental and dollar terms. Hazardous waste is a particular concern, with a recent sample of domestic rubbish bags indicating that around 0.7% of this waste (or 150 tonnes per year) is potentially hazardous, and should be separately disposed of in a registered hazardous waste disposal site, rather than going directly to landfill. Around 129 past cleanfill, landfill and balefill sites have been identified in the city as needing rehabilitation, with some 45 noted as being the responsibility of Council. An ongoing 'aftercare' fund is required for remedial work and monitoring.

Solid Waste Management Plan

Waitakere City Council has had a Solid Waste Management Strategy in place since 1995. The Local Government Amendment Act No 4 1996 requires Local Authorities to produce a waste plan that has been developed after consideration of the waste hierarchy (reduction, reuse, recycling recovery and residual disposal). It is required to consider waste reduction and reuse first, and disposal last. The current Solid Waste Management Plan, approved by the Council in 1999, was developed in response to requirements under this legislation and built on the earlier document. Part 2 of the Plan sets out the Council's programme for management of solid waste, including nine objectives and related policies, methods and targets.

A new national solid waste strategy is expected in February 2002.

Strategies

Council's Refuse Transfer Station is operated by the Solid Waste Business Unit.

The Solid Waste Business Unit runs contracts for a weekly waste collection for domestic properties in Waitakere City, funded by users, a weekly recycling collection system funded by rates, and a twice yearly inorganic waste collection, also rates funded. For businesses, a small recycling collection service is available to those who can utilise the kerbside green recycling bin. For businesses that have recycling in excess of the green bin, recycling collections need to be purchased privately. Litter is removed from all major commercial centres on a daily basis and minor centres at least six times a week.

Facilities at the Refuse Transfer Station include covered storage for waste destined for landfill (the tipping floor), a Resource Recovery Centre, a Waste Minimisation Learning Centre catering for schools and other groups, facilities for separating out plastics, paper, and metals for recycling, a hazardous waste storage area, and a new composting facility for green waste. A resource consent application is about to be made for composting of kitchen wastes, and once that is obtained, trials will be held to find whether kerbside kitchen waste collection is feasible.

Elsewhere in Council, the Cleaner Production team works with business and schools in Waitakere to minimise waste, particularly hazardous waste. The Keep Waitakere Beautiful team are involved in education projects such as Operation Springclean, Adopt a Spot and the travelling roadshow to primary schools spreading the reduce, reuse, recycle message. Arts projects such as the Trash to Fashion show are also related to getting the '5 R's' message out to the community.

CLIMATE CHANGE

Issues

Human activity, particularly burning more fossil fuels, but also deforestation, farming cows and sheep and use of some industrial chemicals, means there are more 'greenhouse gasses' in the air now than at any time in history. In response to the changing chemistry of the atmosphere, scientists predict a change in the earth's weather patterns, with the global climate becoming hotter and more unpredictable, and storms, floods and droughts becoming more common. As with other cities, Waitakere is very dependent on non-renewable fossil fuels for energy, and these, together with industrial chemical emissions, are the city's main contribution to greenhouse gasses.

Impacts on Council are likely to include more slips, erosion and inundation on parts of the roading network with sea level rise and an increase in storms and floods, an increase in weeds and pests with a warmer, wetter climate, and a migration further south of species adapted to the climate in Waitakere.

Strategies

Council's urban containment strategy and related support of public transport, together with the cleaner production programme, Council's role in regulating industrial air emissions and maintaining a healthy green network of native vegetation will assist in addressing the causes of climate change. More action may be needed to help New Zealand gain the CO₂ reductions necessary to achieve any international obligations under the Kyoto protocol.

AIR

Issues

As Waitakere City grows, and as the number of vehicles increases, the City's air quality is declining. This is of immediate concern to the community of Waitakere. An Air Quality Perception Survey of residents was conducted by ESR research in August 1999. Over 90% of those surveyed believe it is important to maintain clean air. Two thirds of those surveyed believe that there are major sources of air pollution in Waitakere City, and residents identified a wide range of sources as contributing to air pollution in Waitakere City.

The Auckland Regional Council is responsible for a monitoring programme measuring five key pollutants at six locations in the Auckland Region. Only one of these locations, in Lincoln Road, is in Waitakere City. Main air pollutants in Waitakere City are carbon dioxide and chlorofluorocarbons (global effects), carbon monoxide and fine particulate matter (human health effects) and nitrogen oxides (impair visibility). Other issues include spray drift and noise. Monitoring indicates that fine particulates, mainly from diesel vehicles and household fires, exceeded health standards on Lincoln Road for seven days in the 2000 calendar year.

Strategies

The Council has a role, alongside the Auckland Regional Council, in regulating industrial air emissions of pollutants and dust, while noise is regulated through the District Plan, administered by the Council.

ENERGY

Issues

Very little information is available about local differences in energy use. In the Auckland Region, the main uses of energy are for households, transport and storage, basic metal products and the wholesale and retail trade. Of the energy used by households, around half is used by transport and the remainder is used for hot water heating, cooking, space heating and lighting. Car ownership and use are increasing, so the overall trend is likely to be increased energy use overall, and a growing proportion of energy being used in the transport sector, which uses petrol and diesel, non-renewable fossil fuels. Apart from a very small proportion of energy generated from wind or solar power, all energy used in Waitakere City is sourced from outside the city.

Strategies

Council's involvement to date has been small in the area of sustainable energy use. Council's cleaner production team do work with businesses to reduce energy use, and Council's 'eco-house', developed as a demonstration project for, amongst other things, the principles of passive solar heating and energy efficiency in a home, was open to the public over a period of time before it was sold. The trend to building smaller houses closer to shops, places of work and public transport, in medium density housing areas such as New Lynn, mean that residents are more likely than other city residents to walk or to use public transport.

SECTION C) WELLBEING AND PARTNERSHIPS

Waitakere prides itself on its success as "an excellence incubator", a testing ground for new programmes. This is true of many of the City's activities in environmental protection and economic development. In the Wellbeing and Partnerships area there have been many local successes and national acclaim for the City's achievements in working collaboratively, in the "Waitakere Way".

There are strong links between Wellbeing and the City's environment and economy, and partnership principles can be applied in any subject area.

BACKGROUND

The Treaty of Waitangi establishes the parameters for partnership within the City. It gives a framework for the development of mechanisms for supporting cultural diversity and working cross culturally to meet the different needs of local communities.

Fundamental to Waitakere City's eco city vision is the desire to create a society where individuals and communities are able to enjoy and participate fully in a high quality of life.

Waitakere's roles in promoting Wellbeing and Partnerships have been developed in response to very complex and interconnected social indicators:

- a high proportion of children;
- many different ethnic communities;
- moderate cost of housing for Auckland Region but high nationally;
- low household incomes and low disposable incomes;
- high number of speakers of English as an additional language;
- low literacy figures;
- the majority of those experiencing hardship are Maori and Pacific Islands families with children.

While some of the City's residents have very low disposable incomes and low academic attainment levels the Council's feedback from a recent community poll indicated that 85% believe that the City was a great place to live.

CULTURE AND IDENTITY

Issues

Waitakere is a young City, over 25% of the population are under 15 and over 75% are under 45. There are over 40 different ethnic groups within the City. The largest proportions are classified as European (68%), Maori 14%, Pacific Islanders 11% and Asian 7%. Within these classifications hides a rich diversity of ethnic backgrounds, cultures and expectations.

Ethnicity and culture in Waitakere are strongly linked to socio-economic status. Maori residents in particular are in the low socio-economic groups. Maori children have low uptake of early childhood centre places, occupy the low decile classes at primary school and their social position continues through life with low academic qualifications, low income and poor housing. Currently 14% of the Maori workforce in Waitakere are unemployed compared with only 6% of non Maori. Lack of formal education, poor literacy skills and low economic status prevents many Maori from having an equal voice in society. Pacific Islands people are also over-represented in these low socio-economic groups.

Culture and Identity extend beyond the birth heritage of the individual into membership of a whanau, iwi, or family, and to their relationship with their natural and created environments. Peoples identities are linked to the society they grow up in and the area in which they live. In Waitakere, the ranges, beaches, open spaces, rivers, sea, and the facilities such as libraries, leisure and sports facilities and urban design all have an impact on the development of peoples beliefs, values and skills. Maintaining these opportunities within the resources of a predominantly low-income city is a key challenge.

The created cultural inheritance is also important for the identity of the people of Waitakere. From Waitakere's cultural diversity comes the extensive range of languages, food, art works, literature, icons, and behaviour patterns which make up the City's cultural heritage. Keeping this heritage alive depends not only on having the will to do so but also resources including venues, markets and learning opportunities.

Strategies

Waitakere City Council is committed to the principles of the Treaty of Waitangi, and this sets the parameters for the Council's first and primary partnerships, with Maori. Whilst it is accepted that there is much work still to be done in this area the Council have adopted several practices which support the implementation of the Treaty. The Council has a standing committee, Te Taumata Runanga, made up of high level representatives from iwi and from the Maori community. Dedicated staff, including a senior manager post, have specific roles to ensure that the Council appropriately supports the Maori community. Iwi representatives meet fortnightly with Council staff to have input to the work of the Council and to facilitate consultation.

The Council is developing a Marae Support Policy and supports the development of a Whare Whanana (Tertiary Education) at the Hoani Watiti Marae.

The Council has entered into a formal partnership with the Pacific Island Advisory Board which aims to support the Pacific Islands people in their development of facilities and services for and with their community. The current focus of this work is the development of the Pacific Islands Business and Cultural Centre.

The Council's First Call for Children principle, like the Council's commitment to the obligations of the Treaty requires a commitment to consider the implications for children of all of the actions of the Council. Waitakere's children and youth are a major component of the City's culture and identity.

Events and celebrations are an important part of the City's cultural life. The Council supports the Pacifica Arts Festival, the Going West literary festival, Trash to Fashion and other events. The Council assists in funding Lopdell House Gallery and the Glen Eden Playhouse, and is working with partner groups to develop an Arts and Culture Centre on the Corban's Estate and a Pacific Islands Business and Cultural Centre.

The Council's Library Strategy, Leisure Strategy, Parks Strategy, and other strategies in preparation including the Marae Support Policy and the Heritage Strategy all ensure that cultural issues in Waitakere are integrated into planning and development.

SAFETY AND SECURITY

Waitakere was the first City in New Zealand to be accredited by the World Health Organisation as a Safe City.

Issues

Flying the Safe City flag brings with it a responsibility to maintain the Council's innovative practices to keep the City safe. Safe, not just in respect of occupational health and safety but also safe in the home, council venues, in open spaces, free from fear of crime and from preventable injury. Council activities in the safety area include civil defence, animal welfare, car parking, alcohol licensing, public health, resource consents, urban and rural design, parks, water sources, sports facilities, pathways and roads.

61% of residents describe Waitakere as a safe place to live, 91% feel safe in their own neighbourhoods by day and 65% by night. People feel that the City as a whole is less safe than their own neighbourhood (regardless of their neighbourhood!).

From late 2002 the Council's legal requirements to provide for occupational safety will be broadened to include a responsibility for all paid users of Council services. This will convert many current discretionary services into statutory requirements.

Strategies

Waitakere City Council and its partner organisation Safe Waitakere are held in high esteem throughout New Zealand and are known internationally. Safe Waitakere has six major focus areas; injury prevention; Maori and Pacific Island needs, alcohol, road safety and community safety (crime). This year's major focus is on safety of children under five.

The Council assists Safe Waitakere through advice, facilitation and the provision of office space and assistance, but most of the funding for Safe Waitakere projects comes from outside the Council. The Council is a participant in the Citywide Safety Strategy and has adopted a Council Safety Strategy.

Physical safety is only one aspect of people's overall experience of safety and security. Human Rights, including Children's Rights and the rights of ethnic minorities, need to be upheld.

Having a safe city, where people feel secure and human rights are respected, is essential to economic development and sustainability. The Council is developing a closer relationship with the police to jointly tackle issues of community safety and crime. There are many other innovative projects, with a variety of planning partners, aimed at keeping Waitakere a Safe City.

INCOME, KNOWLEDGE AND SKILLS

Issues

Waitakere is a fast growing City with a current population of 176,000 and an expected population of 200,000 by 2010. The cultural diversity of the City will also increase - by 2010 the proportion of European residents will have fallen from 68% to 61%.

Most Waitakere residents have low to middle incomes; the average family income is \$41,500. Many of those worst off in the City are Maori and Pacific Island families. Waitakere is also home to a high proportion of new migrants.

Low incomes and the high price of housing in the Auckland Region make owning and renting "quality" property difficult for many residents. As a direct consequence of the greater employment opportunities in the Auckland Region, housing both in the rental and homeowner market is more expensive than in other areas of the country. However housing costs in Waitakere are low compared with other areas in the Auckland Region, which leads to residents with low incomes choosing to live in the City even if they work elsewhere in Auckland.

Low family income is linked to a range of social problems. Children from low income families are less likely to attend preschool and less likely to do well at school. A high proportion of children leave Waitakere secondary schools with few or no qualifications (22% of all Waitakere children and 39% of Waitakere Maori children leave school with no qualifications). There are few tertiary education opportunities within the City. This overall lack of knowledge and skills to compete in the workforce reinforces the family cycle resulting in low incomes and poor housing. Job opportunities for unskilled workers are already scarce and will become even scarcer in the future.

The perception that secondary school education is better in neighbouring Cities has a consequence on the performance indicators of Waitakere Schools as children from more affluent and more educationally aware families leave the City to attend school elsewhere. This further reduces achievement levels at Waitakere schools.

There is a clear need for more tertiary education in Waitakere. The most significant tertiary provider currently is Unitec, who have newly established a base in Henderson, and would like to expand.

Strategies

The Council's overall strategies to build a great city and to attract business into the City will help to improve job opportunities for residents.

While the Council does not have a direct role in the provision of education it has taken a very proactive stance in advocating and leading partnerships to improve access to education services and facilities.

Improving access to tertiary education is a high priority. The Council has been actively working with major tertiary institutes to attract them to Waitakere. Not only will a large tertiary institute bring with it the economic benefits of an additional big business in the City, but also the environmental benefits of not having so many residents travelling out of the City daily to study.

The Council is also supporting the Hoani Waititi Marae in its application for a Wananga (tertiary education) at the Marae, which will have considerable benefits for the Maori students in the City offering them choice between Maori cultural and multicultural courses.

The Waitakere Education Sector Trust, a partnership between Council, Central Government and local schools, has a range of initiatives to improve education standards. This is another example of a Council-led process which will deliver improved outcomes for the city.

HEALTH

Issues

87% of Waitakere residents travel outside the City for hospital treatment. This makes it very difficult to get a picture of health in Waitakere City but the data we have emphasises the importance of the recognised major health issues - cardiac and coronary problems, cancer, and the medical consequences of social issues such as obesity, smoking, alcohol and drugs.

Child health is a particular concern. The rate of notification of Child abuse in Waitakere is higher than anywhere else in New Zealand. This may be partly due to a better rate of notifications in Waitakere but it does clearly indicate that child abuse is a serious problem. Child mortality figures for Maori are also particularly high, reflecting the socio-economic standards of the area and the need to improve safety and preventative health care.

Strategies

The Council has taken two roles in this area, firstly the direct provision of facilities and services to promote a healthy lifestyle and secondly an advocacy and facilitation role working with Central Government and the community to improve provision of health services locally.

The Council's sport and leisure facilities have a major role in encouraging active, healthy lifestyles. Considerable investment has been made in this area over the past few years, in particular the Massey Leisure Centre, the upgrade of the Aquatic Centre, and the recently commenced upgrade of Waitakere Stadium to a major indoor and outdoor sporting facility. Health promotion and information also features in libraries and community centres.

The Waitakere Wellbeing Network, set up by the Council, is a group of Government agencies and social services organisations which work together to identify and to act on opportunities to improve the health and social wellbeing of the people of Waitakere. This Council-led initiative is nationally recognised as a model of "joined-up planning", and has led to Waitakere receiving considerable national recognition, for example the Prime Minister's visit in April 2000 and the forthcoming inaugural Social Development Forum.

The Council participated in the development of the Waitakere Health Plan 2000 and Waitakere Health Link. The Council also supports Vision for Mental Health and the Waitakere Disability Information Network.

One of the major successes of the work the Council has participated in is the decision to upgrade Waitakere Hospital to an eco hospital with a much expanded range of services.

DEMOCRACY AND COMMUNITY PARTICIPATION

Issues

The level of democratic involvement in Waitakere City varies greatly. Voter turnout is low (38% in the last Council elections), but there has been a high level of involvement in decision making from individuals, groups and organisations in a range of projects.

Compared with other cities, a relatively high proportion of Waitakere citizens say they have a reasonable or good understanding of the Council's decision making processes (34%) and that they can influence the Council's decision making (57%). While other cities fare worse, these proportions still fall well short of the ideals of democracy.

There are, however, some innovative processes of community engagement in designing town and local centres, developing Structure Plans in rural areas, preparing Reserve Management Plans for local parks, and other projects dealing in specific local areas.

The Council is now trying to use these processes to reach a wider cross section of the community. Youth, Maori and Pacific people, and new migrants are not often represented in community decision making. Reaching these communities has an element of leadership development, as some communities do not find dealing with the Council easy. The Ranui Futures Conference was an excellent example of what a disadvantaged community can be capable of when time and effort has been invested in identifying community leaders and providing them with training and support.

The use of the internet as a medium for communicating with the community is becoming more relevant as access to the internet becomes more widespread. Currently 52% of residents and 83% of business have internet access. However the "digital divide" is real and the Council needs to be mindful that the people the Council most needs to reach are often those who are not online.

While 27% of the community belong to no particular groups, 51% belong to the groups and networks based on interests, ethnicity, beliefs, lifestyle or social interest and 22% belong to groups in their neighbourhoods. These networks may be the avenues by which the Council can make inroads into communicating with the community and engaging with them on the planning of the future of Waitakere.

Strategies

The Council's role in promoting democracy is complex. The overall "Waitakere Way" concept of partnerships between Central and Local government and the community is the common theme in a range of decision making partnerships and processes too numerous to list.

Te Taumata Runanga, the Maori standing committee of Council, has been invaluable in bridging the gap between Council decision making and the Maori community. There is also a Pacific Islands Advisory Board and a Youth Council.

The elected Council and Community Board Members in Waitakere have a tradition of being proactive in helping to promote democracy and to support community initiatives. The Council is also proactive in lobbying Central Government in respect of community needs, for example to provide a hospital in Waitakere.

RECOMMENDATION

That the information be received.

Report prepared by: Cathy Kenkel, Jenny Macdonald and Angela Hadley, Strategic Leaders.



5 STATE OF THE CITY REPORT

PURPOSE OF THE REPORT

The purpose of this report is to present the Waitakere City State of the City Report and advise the background to its preparation and its intended use.

BACKGROUND

The monitoring of the environment is a legal requirement under the Resource Management Act.

The Waitakere City State of the City Report monitors the state of the social, natural and economic aspects of the City. This captures a broad definition of 'environment' to take account of how social issues and economic issues impact on our environment and vice versa.

1. Purposes

The purposes of the State of the City Report, as adopted by the Planning and Regulatory Committee are:

- a) To be a tool to progress the Council's sustainability agenda, catalysing changes in attitudes and behaviour (both within Council and in the community).
- b) To track the effectiveness of the Council's policies and actions aimed at improving the state of the environment, and to highlight areas where work is needed or practice can be improved.
- c) To provide a baseline and starting point for the Council processes after the 2001 election, including the next Strategic Review, to inform Council decision making.
- d) To provide useful information to Councillors, the public, Council staff, and to other organisations with an interest in this City's environment.
- e) To align with regional and national State of the Environment Reports.
- f) To meet legal requirements set out in Section 35(2)(a) and (b) of the Resource Management Act to monitor the state of the environment and the effectiveness of the Council's [environmental] policies, and to communicate this information to the public.
- g) To be a tool and resource to support advocacy, partnership and facilitation efforts for the City.

2. Preparation of the Report

Over the last year, draft chapters of the State of the City Report were prepared by staff and presented to Council Committees for comment. Amended chapters were reported back for final approval from the former Planning and Regulatory Committee - nineteen chapters and the Introduction were approved. Those chapters have been reformatted into the Report that has been distributed to Councillors.

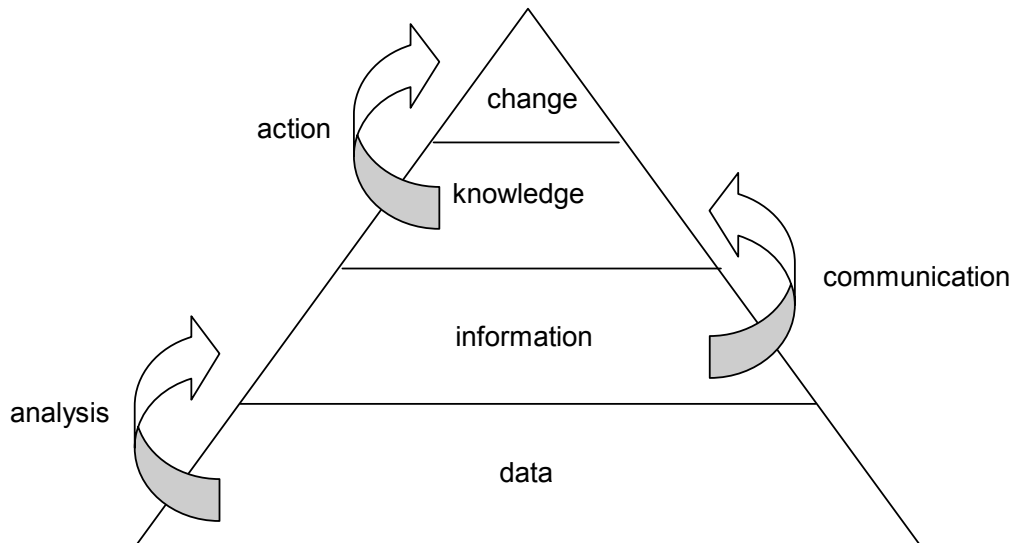
Recent information that has become available since the chapters were adopted by the Committee has been included in the Report. This is part of an ongoing process to provide up-to-date information in the Report.

In addition, a draft executive summary has been prepared by staff and attached at the front of the Report.

Once the 2001 census data is available, this will also be included in the Report. At that point the City Development Committee will have the opportunity to make further changes to the Report.

3. Communication of Knowledge

As required by the Resource Management Act, it is not enough to monitor the state of the environment. It is a requirement to communicate this information so that people are informed about the decisions and actions they take. The following diagram captures this point and shows the process of converting data to something meaningful, which can be used to inform action and bring about appropriate change.



A communication plan was considered and adopted by the City Development Committee at its meeting on 12 November 2001.

STRATEGIC CONTEXT

The State of the City Report provides information that can assist the Council in preparing its new Strategic Plan. The Report is intended to be an updated resource that will be used by Councillors, the public, Council staff, and other organisations.

The overall aim is to inform decision-making and actions through solid information on the state of our City and on the effects of past policies and actions.

ISSUES

The key issues from the State of the City Report are highlighted in the Executive Summary.

A presentation will be given at the meeting with a focus on key issues in each of the Social, Natural and Economic environment.

CONCLUSION

The State of the City Report provides information to inform decision-making and actions.

RECOMMENDATIONS

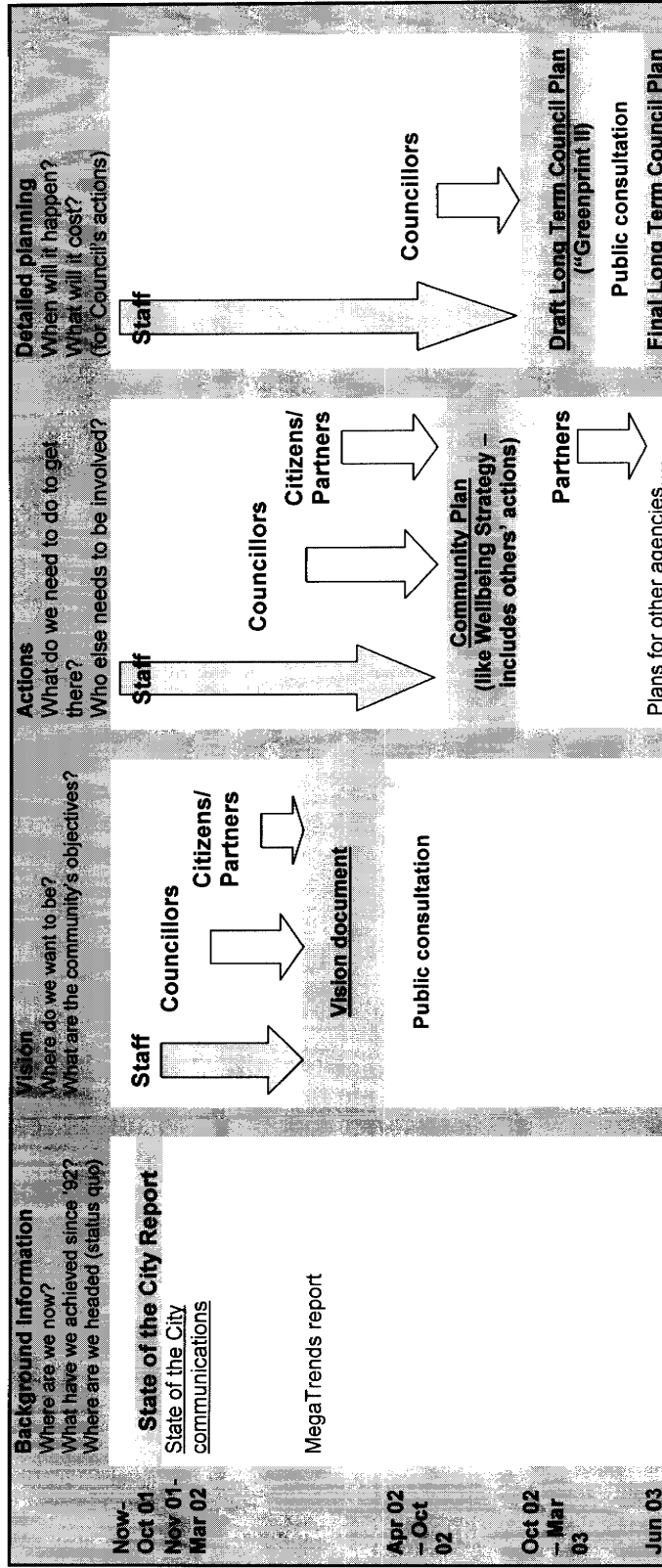
That the information be received.

Report prepared by: Kevin Wright, Strategic Planner Monitoring.





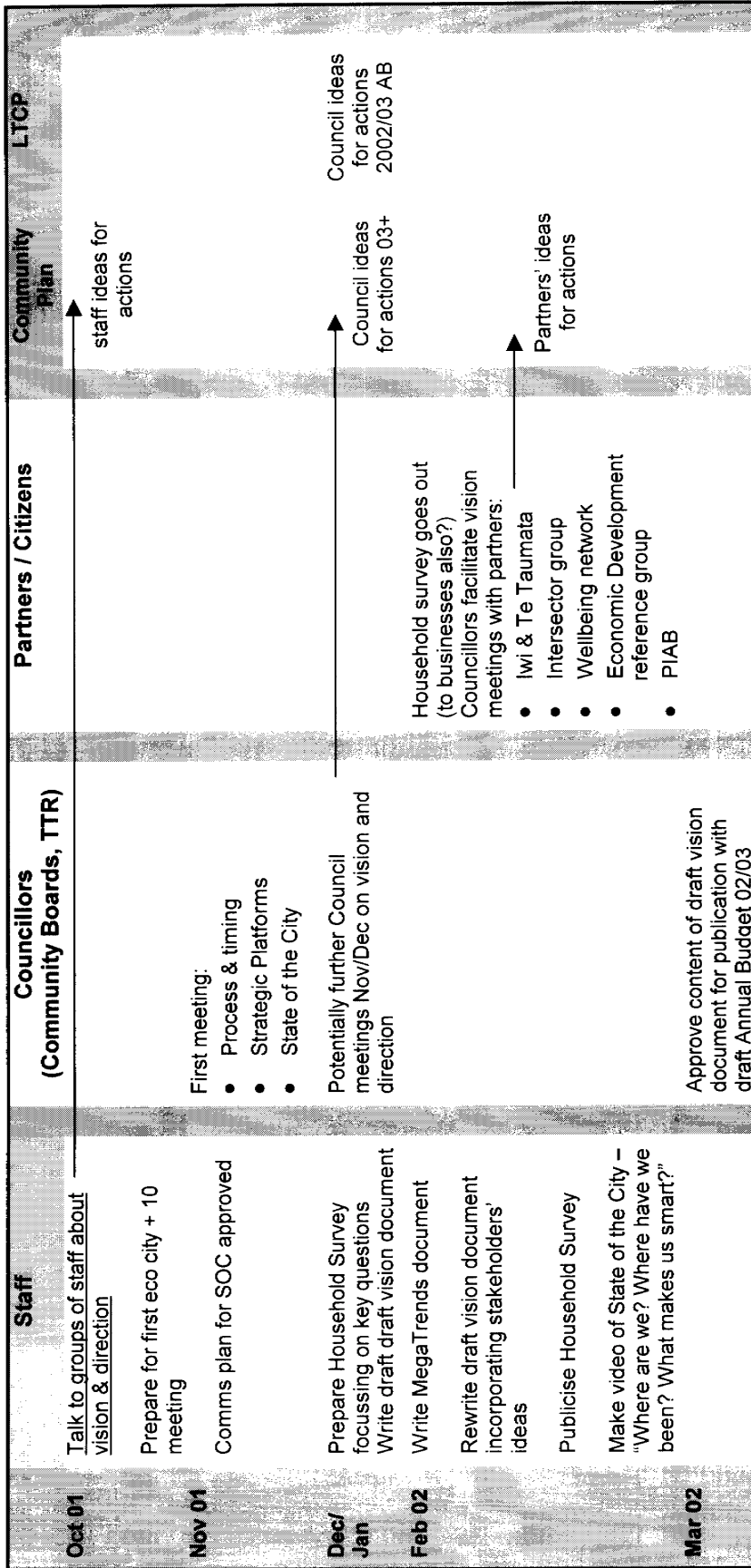
This project will work with the newly elected Council to prepare a Long Term Council Plan under the new Local Government Act



Terms of Reference : Project Groups : SMG Reports : Council Agendas

eco city + 10 vision document

This project will develop, with Council and stakeholders, a vision document outlining the community's objectives "Where we want to be"



	Staff	Councillors (Community Boards, TTR)	Partners / Citizens	Community Plan	LTCP
Apr 02	Video finalised & approved for use Media strategy for Vision consultation				
May 02	Recommend changes to vision document as a result of consultation	Approve final vision document.	Public consultation, not limited to Annual Budget consultation. Workshops, vision days, visits to existing groups (use video) <u>Some draft key questions</u>	Public ideas for actions	
Jun 02		Vision Document Publish as WCN special edition?		Community Plan	Long Term Council Plan



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eco city + 10 community plan

This project will develop, with Council and stakeholders, an action plan which builds on the community's vision "How do we get there?"

	Vision	Staff	Councillors Community Boards, TTR	Partners / Citizens	LTCP
Oct 01	→ staff ideas for actions	Agree methodology for presenting financial information to Council (ie the cost impacts of potential actions) Workgroups formed to develop recommendations on "thorny issues" (actions not clear): <ul style="list-style-type: none"> • Community partnerships • E-infrastructure • LATEs and Trusts 			
Nov		Select the best of the actions identified by staff & actions identified by Council. Work with the relevant areas to document costs and benefits			
Dec/ Jan	→ Council ideas for actions 03+	Prepare financial information for Strategic Review based on draft 02/03 budgets	Actions/impacts from 02/03 AB identified for further consideration in Strategic Review		
Feb 02	→ Stakeholders ideas for actions	Set structure for Strategic Review meetings on actions, based on format of draft vision document. Begin developing agendas with relevant areas			
Mar 02	→ Draft vision document	Prepare for "action meetings" Other units involved in background info including Service Level review	First Strategic Review meeting on actions	Councillors continue to work with partners, discussing actions and opportunities for collaboration.	
Apr 02	→ Public ideas for actions		Action meeting 2 (eg. economic development)	Collaboration forum and Economic Development Strategy are important components of this	
May 02			Action meeting 3 (eg. water & waste)		
Jun 02	→ Final Vision document				

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Vision	Staff	Councillors Community Boards, TTR	Partners / Citizens	LTCP	
Jul 02		Action meeting 4 (eg leisure, wellbeing)	Consultation on service levels (survey?)		
Aug 02		Action meeting 5 (eg. green network)	Update partner groups on Council decisions / encourage groups to set their own priorities based on vision		
Sep 02		Action meeting 6	Partner groups endorse their sections of the Community Plan	Community Plan is basis for budget instructions	
Oct 02		Publish Community Plan (like Wellbeing Strategy)			



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ecocity + 10 Long Term Council Plan

This project will develop a Long Term Council Plan which shows how the Council will implement the actions it has decided to undertake. Accountability for this project is shared between Strategic Group and Finance – only differences from the normal Annual Plan process are shown

	Vision	Community Plan	Staff	Councillors Community Boards, TTR	Citizens / Partners
Oct 01	→ staff ideas for actions				
Nov					
Dec/Jan	→ Council ideas for actions 03+		Develop Corporate AM Strategy Develop content for a review of <u>service levels</u> Agree key financial issues in working towards 3-year planning		
Feb 02	→ Partners ideas for actions		Trial TBL evaluation methodology on 02/03 budget items Further develop TBL evaluation methodology		
Mar 02	→ Draft vision document		Let contract for population projections (these underpin AMPs)		
Apr 02	→ Public ideas for actions			First Strategic Review meeting on actions - record results for LTCP	
May 02				Decisions from Action meeting 2	
Jun 02	→ Final Vision document		Begin to build and trial model for LTCP – use to record decisions from Action meetings	Decisions from Action meeting 3	
Jul 02				Decisions from Action meeting 4	Consultation on service levels (survey?)
Aug 02				Decisions from Action meeting 5	

	Vision	Community Plan	Staff	Councillors Community Boards, TTR	Citizens / Partners
Sep 02					
Oct 02		Community Plan		Decisions from Action meeting 6	
Nov 02					
Dec/02			Instructions to staff on budget preparation are based on CP SMG reviews budgets for alignment with CP & for TBL Develop support material for Council on long term impacts Develop agendas for LTCP meetings	Meetings on LTCP	
Jan 03				Approve content of draft LTCP	
Feb 03					
Mar 03					
Apr 03					Public consultation, not limited to Annual Budget consultation. Workshops, visits to existing groups, discussions with partners
May 03			Develop agendas for LTCP meetings	Meetings to develop final LTCP	
Jun 03					
03				Final Long Term Council Plan "Greenprint II"	



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Executive Summary

This summary highlights the key issues outlined in each chapter of the State of Waitakere City report. An understanding of the social, natural and economic environment and the links between them gives a total picture of our City.

The key messages are:

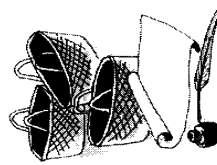
1. The way we have been doing things must continue to improve if we are to be a truly sustainable City.
2. Waitakere City is very close to being great at business, arts and culture, and planning our City well.
3. There are lots of little things that are having a cumulative effect, from local groups managing weeds to paved driveways adding to stormwater runoff.
4. There are choices that each of us makes about the way we deal with each other (e.g. noise), property (e.g. graffiti), local economy (e.g. buy local), and the natural environment (e.g. pollution).

SOCIAL ENVIRONMENT

Treaty of Waitangi

Key issues:

- The two iwi with mana whenua (customary authority) in Waitakere City are Ngati Whataua and Te Kawerau a Maki. They have the obligations of manaakitanga (caring for the people) and are guardians of the natural environment.
- Resource management arrangements are in place and iwi issues are identified and starting to be addressed.
- The partnership between iwi and the Council is a developing relationship.



Maori Community

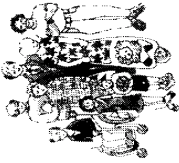


61% of Maori leaving Waitakere City schools in 2000 had gained a school qualification, and 39% left school with no qualifications.

Key issues:

- Maori represented 13.7% of the population of Waitakere City in 1996.
- Maori in Waitakere City have better employment and income statistics than Maori elsewhere in New Zealand.
- Maori in Waitakere City have high rates of infant mortality and low birth weight babies.

Who lives in Waitakere

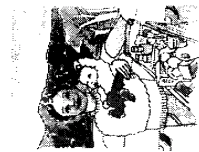


Waitakere City had the highest population growth rate (13.9%) of the six largest cities from 1986 to 1996.

Key issues:

- The population of Waitakere City at 30 June 2000 was 174,100.
- A third of residents are under the age of twenty.
- Waitakere City is becoming increasingly ethnically diverse with 32% being non-European.

City Wellbeing



76.2% of school leavers aged 15 or over had gained a school qualification in 2000.

Key issues:

- Waitakere City has a relatively high level of social needs.
- 60-65% of children attend low decile schools (1-4) in the City.
- Only 13% of residents' overnight stays at hospitals were local in 1999/2000.
- 25% of homes were rented in 1996.

Arts and Culture



There were 2045 workers (full time equivalents) in creative industries in Waitakere City in 2000. This represents 4.7% of all jobs, against a national average of 3.8%.

Key issues:

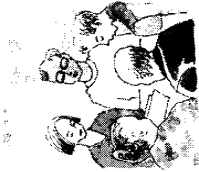
- Diversity of cultures and languages.
- Only 25% of artists are paid spending more than half their working hours on their artistic/cultural practice.

Democracy and Community Participation

34% of residents say they have a reasonable or good understanding of the local Council's decision-making process.

Key issues:

- Lack of understanding of and involvement in the democratic processes – only 38% voter turnout at local elections.
- 27% of residents feel they don't belong to any community. 51% of residents have connections to community of interest, compared to 22% with connections where they live.
- There was under-representation of minority ethnic groups on school boards and the Council in 1999.

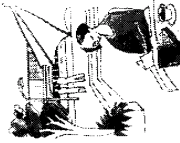


City form and design

There are 12.2 properties per hectare in the Urban Living environments and 19.9 properties per hectare in Community environments at June 2001.

Key issues:

- The population of Waitakere City is expected to double by 2050, with pressures on the environment and transport systems.
- There is a need for local employment, higher density of housing and efficient use of resources to accommodate the expected population and business growth.



Heritage (Social)

207 heritage sites and 28 archaeological sites are listed in the Proposed District Plan at June 2001

Key issues:

- Heritage and archaeological sites require on-going guardianship and protection.
- Conservation plans and maintenance programmes are not in place for most of the City's heritage buildings.



A10

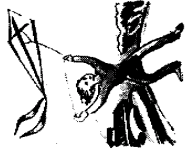
NATURAL ENVIRONMENT

The State of our Air

Levels of fine particulates (less than 0.01 mm) in Lincoln Rd exceeded health standards for 7 days in the 2000 calendar year.

Key issues:

- 90% of residents believe it is important to maintain clean air.
- Carbon dioxide and CFCs have effects on global warming and the ozone hole.
- Carbon monoxide and fine particulates can affect human health.
- Other issues are air visibility, spray drift and noise.
- Motor vehicle emissions are the major contributor to air pollution.



The State of our Water

Domestic water consumption shows a downward trend, with 186 litres per person per day in Waitakere City in 2000/01.

Key issues:

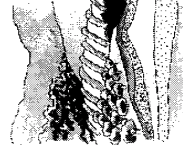
- The Swanson, Opanuku, Oratia and Avondale Streams all flood properties in the lower, urban parts of their catchments.
- Most of the streams in the lower urban areas have poor ecological quality.
- The costs of maintaining and operating the City's water and wastewater systems are predicted to rise steeply as the systems age.



The State of our Land

Key issues:

- New development can contribute to soil loss and soil degradation through earth moving, stormwater runoff, removal of vegetation and covering of soils.
- Former landfill sites are at risk of causing soil contamination if not properly managed.
- Flooding is the most significant natural hazard in the City due to the slopes of the Waitakere Ranges.



All

The State of our Biodiversity



In some areas of the Tamaki Ecological District, up to 30% of the vegetation has been lost in the seven-year period between 1993 & 2000.

Key issues:

- The key threats to biodiversity are habitat loss and fragmentation, and introduced plant and animal pests.
- Other concerns relate to stream water quality and the ability to support life.

The State of our Landscape



98% of residents believe it is important to have programmes to protect bush and wildlife areas and to take an active interest in the natural world around them.

Key issues:

- Landscape values have changed over time with intensive development.
- Landscape needs to reflect the history of the area and the spiritual significance to local iwi.
- Design, location and scale of development needs to take into account landscape values.
- Outstanding landscape features and natural bush need to be protected.

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ECONOMIC ENVIRONMENT

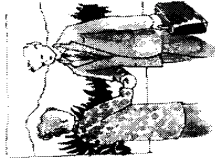
Economic Development

51% of Waitakere City workers work inside Waitakere City.

(From a survey of a sample of residents in June 2001).

Key issues:

- Waitakere City accounts for 15 percent of the Auckland Region's population, but generates only 8 percent of the region's gross domestic product and jobs.
- 18% of the City's businesses import goods from overseas, while only 12% export goods.
- Most Waitakere businesses rate Waitakere as a "good" place to operate a business (67%).

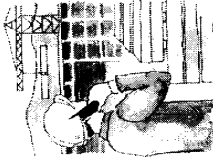


Industries and Businesses

Annual growth in gross domestic product in Waitakere City to March 2000 was 7.0%. This was the highest in the previous 5 years.

Key issues:

- Since 1995 there has been an increase of 3,653 businesses in the City (an increase of 45% over that period).
- Businesses in Waitakere City are generally small, with 88% employing fewer than 6 people.
- However, larger businesses account for nearly a quarter of the jobs in Waitakere City.
- 90% of businesses in the City are in the services sector and 10% in the manufacturing sector.

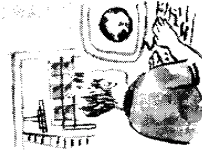


Work and Income

Average hourly earnings of Waitakere residents workers (irrespective of where they work) was \$15.81 in 1999.

Key issues:

- Around half the workforce commutes outside Waitakere City, mostly to Auckland City.
- Only half of 15 to 65 year olds are in full time employment.
- Nearly half the work force still have no educational qualifications.
- The present workforce is predominantly aged 20 to 59, but in future the proportion of over-50's is expected to increase substantially, leading to greater demand for part-time and volunteer work.



Business Clusters

There were over 1,172 jobs (full-time equivalents) directly employed in the wine, boat building and film industries in Waitakere City in 2000. This represented 2.7% of total employment in the City.

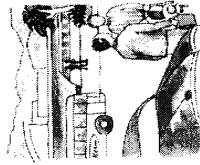


Key issues:

- Marine and film clusters have begun to emerge in Waitakere City.
- Interaction, rivalry and cooperation need to be encouraged to gain the benefits of a cluster.
- The Council's recognition of clusters in its regulatory approach can significantly affect the development of clusters.

Transport and Communication

4,126 kilometres travelled by motor vehicle per resident on the City's roads (including the motorway) in the 1998/99 year.

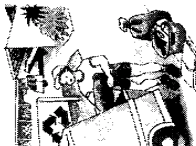


Key issues:

- Reliance on the motor vehicle as the main means of transport, plus an increase in trip lengths.
- Low use of passenger transport – only 7% of residents use passenger transport services on a daily basis.
- Motor vehicle use causes pollution and injuries.
- Emerging communication infrastructure is creating a gap between the information rich and information poor
- 83% of Waitakere City businesses have access to the internet.

Energy, Resources and Waste

A downwards trend in solid waste generation, currently 154.0kg per resident.



Key issues:

- Waitakere City imports almost all its energy, and most of its other resources, with the one exception of water.
- Residual waste is disposed to the Redvale landfill outside of the City.
- Less than 1% of household waste collected is hazardous.
- There was 6.7kg of litter/illegal dumping per resident in 1999/2000.

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