

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- **Future Thinking**
- Future Trends
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

Future Thinking

How the eco city has developed

In 1993, the Waitakere City Council declared itself an eco city – a place where growing the economy, caring for the environment, and building strong communities goes hand in hand.

The eco city vision guides our decisions and activities and, together with the Council's acknowledgement of the Treaty of Waitangi, is at the heart of our aspirations for the city. We are working with the community and other key partners to build a future that is sustainable, dynamic and just - thus fulfilling the Council's goals.

The Waitakere City Council was the first council in New Zealand to adopt Agenda 21 – the programme of action that was produced at the United Nations Rio Earth Summit. At that time the Council produced the Greenprint as its local Agenda 21 action plan.

The Greenprint sets out the Council's principles

- Waitakere Eco City**
- Open honest communication
 - Responsiveness
 - Accountability
 - Partnership
 - Innovation
 - Excellence
 - Integrity

Waitakere also has an international reputation as a sustainable city that:

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

The Greenprint sets out key focus areas, or platforms, which need priority action for Waitakere to achieve its eco city vision. These platforms were adopted throughout the Council's operations, and formed the basis of the first Long Term Council Community Plan.

Planning for the next 10 years

For all that the Council has achieved in the past 13 years, there is still more to do. Half of Waitakere City's resident workforce is employed within the city, but the push for better communications technology and investment attraction is expected to improve this statistic. The city's public transport hasn't improved much yet,

though the groundwork is in place for improvements to come. Education is still a huge priority for many residents. Waitakere City continues to grow at one of the fastest rates in New Zealand.

So, if we want to keep going forward, the city needs a plan which will take us there.

Section 14 of the Local Government Act 2002 requires the Council to take account of the interests of future as well as current communities. This means that all councils have to plan, because the roads that are built, the pipes that are laid, and the parks that are set aside today will shape the way we, our children and our grandchildren live in this place. However, the way those pipes, roads and parks are built influence the way the city functions economically, socially, environmentally and culturally.



Planning helps shape the way we, our children and our grandchildren live in this city.

The way the Council plans should be transparent and responsive. A good plan sets a clear direction and some brave – but achievable – goals for each of these aspects of our lives. This plan builds on what has been done already and sets out the next phases of work for the coming ten years, while reaffirming the long term visions set out in the draft Greenprint in 1994. This plan contains some goals which will stretch our strengths and skills.

It's also important to make clear what the Council *doesn't* plan to change. The Council's commitment to Agenda 21 and to sustainability continues. The Council

will continue to involve people and planning in partnership with communities will be strengthened. The core work of restoring the city's streams, parks and bush; of bringing working and leisure closer together will continue and is set out in this Long Term Council Community Plan (LTCCP). This plan is your chance to participate in this great work of developing a city together.

Achievements to date

Waitakere is well on its way to becoming an internationally successful eco city. Many of the actions identified in the Greenprint have been implemented, and there is much to celebrate as the city comes of age. Some of the major achievements include:

- Revitalising town centres at Henderson, Te Atatu Peninsula, New Lynn and Glen Eden.
- New and much needed community facilities including the New Lynn Community Centre, Massey Library and Community Centre, Glen Eden Library, Waitakere Central Library in Henderson, New Lynn Library, the Waitakere Hospital, The Trusts Stadium, and the new Waitakere Central Development.
- Substantial progress in developing a Green Network which links the city's natural environments from the Waitakere Ranges to the coast.
- A huge reduction in household waste (a 70% decrease of per capita household waste since 1997/98) and water use (a per capita reduction of 30% since 1993).
- Improvements to the rail network, such as redevelopment of the Ranui Railway Station and the provision of Park and Ride facilities at a number of stations.
- Strong partnerships developed with Te Kawerau a Maki and Ngati Whatua as mana whenua of Waitakere City.



The whitehead or popokotea has been released back into the Waitakere Ranges, after an absence of many years.

There are also many small scale, community based initiatives underway. One of the best examples is a community initiated project, Ark in the Park, which is the creation of a mainland "island" in the Waitakere Ranges, allowing the return of whiteheads (popokotea) to the Waitakere Ranges after many years of absence.

In 1993, becoming an eco city was a brave new approach for local government. Now, much of what Waitakere has been doing for the last thirteen years is standard central and local government policy. For our size, we have huge national and international influence, because Waitakere is an example of new, exciting ideas which really work. Over the last decade, Waitakere has built a vision which local people and local businesses are proud to be part of.

How the eco city will look tomorrow

Waitakere City is a place that shows how to be a sustainable community, with people who are active, healthy and content. Our city is a great place for children and we all feel safe and connected to others.

We enjoy our range of lifestyles and people. We are home to lots of innovative economic activities, providing local, quality work and development opportunities for our people. We have up to date communications technology in place to support this innovation and our people are skilled in using the internet and the benefits that it will bring.



The new Waitakere Central Library, in Henderson, is designed to give the highest level of access to information demanded by a modern city, its businesses and a rapidly expanding tertiary sector.

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- **Future Thinking**
- Future Trends
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- **Future Thinking**
- Future Trends
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

Future Thinking *(continued)*

Environmentally responsible businesses are supported and successful. We turn much of our waste into reusable resources. The city is promoted as GE free in field and food. The Waitakere Ranges are permanently protected and a Green Network links the Ranges and the sea, connecting our everyday lives with the natural world. Our streams and forests are full of life.

People are able and willing to be part of city issues, and feel that they can make a difference. There are high levels of community involvement, people respect each other's views and are proud to support the Treaty of Waitangi.

Our management of the three waters (water supply, wastewater and stormwater) is cutting edge and the city is an energy cell (producer), not just an energy sink (user). Our air quality supports good health.

Waitakere has public transport and communication systems that provide fast, effective services to the whole city. It is integrated, environmentally responsible and ground-breaking in its design. Our town centres are thriving places, providing exciting options for people to enjoy and participate in a healthy way of life. Public facilities and places teem with people; the streets are alive and busy.

The big issues

Since Waitakere declared itself an eco city, the importance of acting sustainably from both a social and environmental perspective has become even stronger. Mounting evidence relating to resource depletion and environmental damage reinforce the need for Waitakere City Council's forward-looking strategy.

Nationally, demand for energy and water continues to track upwards, and is fast approaching the limits of our current infrastructure. Broadband infrastructure is being increasingly seen as critical to economic growth in New Zealand and Waitakere's residents need to be able to access this infrastructure and services over the internet. The city's population is also expanding, increasing pressure on housing, transport and other essential services. These issues, and others like them, will affect the shape of the city in decades to come. They need to be taken into account when future-proofing the Council's strategic direction and services. It may also mean taking a very close look at our past assumptions and the way services are being delivered, to identify whether there are more effective mechanisms to deliver better outcomes into the future.

That said Waitakere knows that a lot of the progress we make towards becoming a true eco city will need to be gradual. Changing the way we run our cities naturally takes time, as the saying goes - 'Rome wasn't built in a day' – however, Waitakere has come a long way in the past decade and is well placed to grow further looking ahead to the future.

Due to the importance of getting the next stage of development for the future right, the Council has become interested in developing a 100 year strategic plan. This was done in Vancouver, Canada, recently with the project team there identifying a range of future options for their city under three broad headings that related to the overall resilience, liveability, and sustainability of the city.

For Waitakere these criteria mean considering:

- Resilience – the ability to cope with and “bounce back” from social, economic or environmental events that might damage the wellbeing of the city
- Liveability – those things that deliver quality of life: environmental quality, social wellbeing, safety, health, education, mixed-use neighbourhoods, mobility, access and so on
- Sustainability – the fullest delivery to present and future generations of social, economic, environmental and cultural wellbeing



Left: The NOW Home, part of a joint sustainable housing research project was officially opened in August 2005.

Right: The Prime Minister, the Right Honourable Helen Clark cuts the ribbon.

Thinking about the next 100 years means thinking about a number of 21st century challenges. During this time climate change, rapidly changing technologies, resource scarcity, globalisation and the increasing numbers of urban poor, will all have a significant impact on our society.

Of course planning out 100 years doesn't mean that we ignore the present. What it does mean is that we are starting to recognise that the way we are currently living today is going to deprive our children's children from having the quality of life we presently enjoy. If we don't begin to take some responsibility for the welfare of future generations by including them in our decision making concerns of today, we are in effect stealing their future wellbeing. This understanding lies at the heart of sustainable development and eco city thinking.

A part for all to play

In summary, building the eco city will involve many people and groups and many initiatives, projects and processes. Each one of us has a part to play. Households can become more involved in their communities and can alter their lifestyles by rejecting packaging and composting their waste. Businesses can take pride in contributing to wider city activities, being good employers, undertaking waste audits and installing water saving devices; and government agencies should make sure that their policies and services are equitable and ensure that environmental resources are conserved for future generations. As part of New Zealand's system of government, these are responsibilities of the Council, too. As the layer of government closest to local communities, the Council has a special role to play in achieving an eco city, by working in partnership with those communities.

Through the Council's operations, and in partnership with the community, we are laying the foundation stones for a better future.



Recycling, reducing waste and composting are important ways that people can contribute to an eco city.

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- **Future Thinking**
- Future Trends
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- Future Thinking
- **Future Trends**
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

Future Trends

How the Community Outcomes affect planning

Once the Community Outcomes for a city have been determined and agreed to by the community, the Council is required to consider these aspirations when planning for the future.

In some instances the aspirations of the community fall outside of the responsibilities of the local authority and in this case the Council would take a leadership and advocacy role with the appropriate organisation or organisations.

There are also occasions when the aspirations of a community are contrary to the strategic direction of the local authority. They could be contrary for a number of reasons, for example, they may work against the sustainability objectives for the city. In this instance the local authority has an obligation to explain in a transparent fashion the reason why these aspirations are not being responded to.

The current Community Outcomes for Waitakere City are aligned in the most part with the strategic direction of the Council. This demonstrates that both the Council and the wider community of Waitakere share many of the same goals for the future of the city.

Planning for Waitakere into the future

Introduction

Waitakere, like the other councils in the Auckland Region, is grappling with issues related to a rapidly growing population. For the past five years annual population growth rates within the city have been sitting at about 2% per annum.

What this means is that between the year 2000 and 2005 an estimated 20,000 more people made Waitakere their home; present population estimates suggest that before the year 2020 that number will have climbed by another 60,000 people, taking the city's population up to about 250,000 people from a current population base of 190,000.

These population increases represent a number of challenges for the Council. We need to ensure availability of reasonable quality housing and associated infrastructure for these new residents who will also require access to local retail facilities and services, open space, and employment opportunities.

When Waitakere City Council was created in 1989 it inherited a city form that was not conducive to sustaining a particularly high population base. Much of the land was in orchard and/or semi-rural land uses. For many residents Waitakere was what is called a "dormitory suburb", in other words a place to sleep before travelling outside of the city for work the following day.

Even today 50% of the city's workforce travel out of the city to work everyday. This has a tremendous impact on levels of congestion and the local economy. It is also a serious obstacle to our goal of becoming a sustainable city.



The Waitakere Ranges helps makes Waitakere City a desirable place to live.

Turning Waitakere into a viable and economically efficient environment will therefore take some time, and of course a high proportion of the land in Waitakere is not particularly productive or available for development. The Waitakere Ranges for example is what makes us uniquely West Auckland, and is an asset in terms of the overall desirability of the area as a place to live. However, growth needs to be managed in such a way that this resource is preserved and protected from the worst effects of growth, and is not simply exploited for short-term profit.

A critical challenge remains the improvement and development of high-quality, viable physical and social infrastructure to complement our vast and wonderful natural inheritance. For sustainable economic development to take root we need to tackle the challenge of growth in a number of ways.

The Council has a fourfold approach:

1. Creation of a sustainable and integrated transport network that creates new land use efficiencies and reduces travel need
2. Intensification and redevelopment of the urban and semi-urban centres
3. Implementing a carefully thought through development of a new urban centre in the north of the city that promotes sustainable development objectives

4. Playing the role of advocate for the protection of the Waitakere Ranges, the rural and coastal areas of the city and ensuring that most development (78% of all new development) takes place within the Metropolitan Urban Limit (MUL).

The city's response to growth

The Auckland Region as a whole has been tackling problems associated with growth for some time now. The region's councils created the Auckland Regional Growth Strategy (RGS) in 1999 and this detailed many of the above ideas. The key features of this strategy include:

- the creation of higher density settlements in key town centres or "nodes" especially those close to the railway
- the setting of a "Metropolitan Urban Limit" at the edge of the city to contain growth and stop sprawling development
- working toward the creation of an integrated transport network that includes a variety of travel options including walking, biking, public transport and motor vehicles



These medium density units in Glen Eden are in easy walking distance of the rail station and town centre.

The RGS guides the development of the Auckland Region up to the middle of this century. It creates a template for changing the way that we plan for and design our cities.

One of the signatures of the "industrial" cities of the 19th and 20th centuries was the separation of housing from work and work in turn from leisure. The RGS takes a different view. By allowing for mixed use developments which cluster work, retail and living areas together, the possibility of a more intricate and interesting urban form begins to emerge. Housing can be located closer to shops and other small businesses and a variety of other uses can be accommodated within an area.

The make-up of households in our cities is also changing. Increasing numbers of people are choosing not to have children or to have them later in life and they are looking for smaller lower-maintenance housing types that require little additional work. Similarly a growing number of our population are reaching the age of retirement, their children have moved out of home, and they no longer require a large house and section. Medium density housing makes changing this type of lifestyle possible.

More people living closer together also makes the provision of an excellent public transport system possible. The traditional quarter acre block and house that people are used to in New Zealand, does not allow for a good public transport system because there is not the density of people living in an area to support it. This is because more regular services can only be provided when there are enough people in a neighbourhood to ensure the buses coming in to and going out of that area have a good number of people using them.

A combination of train services, a bus network, and walking and cycle lanes, supporting three or four level apartment style housing types is all part of the vision. That will mean zoning laws would enable up to about 50 dwellings per hectare, as opposed to the more traditional densities of about 15–20 dwellings per hectare. That in turn means less dependence on cars, a less expansive more centralised network of pipes and essential infrastructure, and a considerable lift in the quality and types of services that you can expect within a suburban town centre.

The Council is aware that higher density housing also poses some risks. We need the quality of the new housing to be high and yet affordable, adaptable to changing household needs while also minimising resource use. We need to ensure that there is sufficient access to open space and parks. There also has to be more local jobs for the people living in these settlements because we don't want to create more congestion and risk ending up with even greater numbers of people having to go out of the city to find work.

We also need to be sure that we are not creating affordable but poor quality apartments that are going to become tomorrow's slums. That means ensuring that the people who move into these new developments have access to good quality local education, health services, and good employment opportunities.

Resilience, liveability, sustainability – a long-term framework

The Council is always looking for ways to better plan for the future and ensure the city is able to cope with any unforeseen events or disasters. In the coming century we are likely to face a number of such challenges.

In a globalised world many of the forces we must contend with and try to plan for are beyond the ability of the Council to control. For example, rapid changes

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- Future Thinking
- **Future Trends**
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- Future Thinking
- **Future Trends**
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

Future Trends *(continued)*

in technology are fundamentally reshaping the way our society functions and is ordered in both physical and non-physical terms. In just 15 years the internet has completely altered the way we do business, communicate, shop, and store and distribute information. People can now purchase goods and work from home, or can be on the other side of the world running a business back in New Zealand.

Everybody from central government to business is trying to understand what the implications of this technological revolution will be in the medium-to-long-term. Given the rate of change to date it is difficult to predict exactly what the future will look like, however, we can still depict some general trends based on our current knowledge.

There is now widespread consensus that the effect of climate change is going to bite harder in the coming few decades. At the same time as we are adapting to that, fossil fuels are likely to decline in availability and increase in price, the disparity between the rich and poor is continuing to grow at an unprecedented rate at both a local and global level.

Identifying the net impact of all these trends and then forging a coherent strategy to successfully plan for the future is not easy. For that reason the Council has adopted an overarching long-term framework upon which to guide its decisions. When making decisions we will consider:

- **Resilience** – the ability to cope with and “bounce back” from social, economic or environmental events that might damage the wellbeing of the city
- **Liveability** – those things that deliver quality of life: environmental quality, social wellbeing, safety, health, education, permeable neighbourhoods, mobility, access and so on
- **Sustainability** – the fullest delivery to present and future generation of social, economic, environmental and cultural wellbeing

Over the coming years the Council will increasingly adopt this framework into its



The Massey Library's energy control panel (left) provides a digital readout of the energy created from its roof-mounted solar panels (right).

decision-making criteria and will ensure the fullest possible monitoring of the effects of its activities across these headings.

The Council has already taken its first tentative steps towards drawing up a 100-year plan for the city in a bid to anticipate where the biggest shocks and changes are likely to come from and how we can best navigate the potentially rocky waters of change expected this coming century.

The past 100 years have seen huge material progress in our society but at a great cost to the wellbeing of the environment. Making the change to a sustainable city requires the determination of everyone to want to make the city a better place and to try and change the way we do things according to what we learn about sustainability.

Area profiles

Local responses to the long-term framework

Applying the framework of sustainability, resilience and liveability to areas within the city requires thinking about the short, medium and long-term needs of the areas within the city and then identifying strengths, weaknesses, opportunities and threats to the wellbeing of those communities.

In a hierarchy of town centre functionality within the city the Council sees development taking place at a range of scales:

- Henderson city centre will provide the central hub for the city
- New Lynn and the Westgate town centre provide important sub-regional nodes
- Neighbourhood centres such as Glen Eden, Te Atatu, Ranui and Swanson offer fewer services but support the larger centres

There are also a number of rural and coastal villages which play a critical part in establishing the unique qualities of the Waitakere Ranges and rural environment but these will not experience a great deal of development.

Applying the long-term framework to each of these settlement types means ensuring that collectively and individually each is equipped with the social and physical infrastructure required to support their workers' and residents' future wellbeing.

Henderson

As the city centre Henderson provides regional level services such as a sub-regional hospital and police district; extensive retail facilities, leisure and sports activities; and tertiary education facilities. The new transport interchange at the railway station and co-located civic administration building will further increase activity within the city centre.



As Henderson's city centre improvements take place, rail services and local employment opportunities will continue to improve.

The development of the new hospital is a good example of improving the resilience of the city. Having emergency services in Henderson enables the city to respond to emergencies while considerably reducing the travel time previously required to receive urgent medical care. The new hospital also provides a range of previously unavailable services for local residents.

Liveability within the city is improving all the time. There is now access to tertiary study within Henderson, the new civic building will bring a number of new people into the town centre, improvements in transportation are taking place, and a new public library has just been opened. As new apartments come on stream more people will make Henderson their home and this will make it viable for new and better services to locate within the centre. Some urban design improvements have already been made along the main street and many more are being planned or are in progress.

The sustainability of the town centre will continue to improve as the city provides more local employment opportunities and improved public transport. The double tracking of the railway lines is a good example and will improve rail services into and out of the city. Intensification around the station will mean that by 2021 some 15,000-20,000 people will live within a kilometre radius of the rail station. In 2001 there were about 4,500 people within that kilometre wide radius. It is not difficult to see how services can be increased with a population density at a much higher level.

New Lynn



New Lynn's bus interchange is to be re-established to fit with the railway station and town centre.

New Lynn plays an important role in the future development of the city as a sub-regional centre for retail and commerce. It is the face of the future given its rich mix of uses and multicultural community. The town centre provides a community centre, library, local health services and a public transportation interchange for rail and bus. It is a major focus for its local community but its catchment extends into Auckland City.

As such, improvements are continually being made. The town centre recently saw the building and provision of a quality community centre which gave the town a focal point for a wide array of community based activities and learning opportunities. This has improved the resilience of the city.

The town centre is being upgraded all the time, with a range of improvements to the main street and general amenity of the area. New Lynn town centre is ideally located between the Auckland CBD and within reach of the Waitakere Ranges, making it a very desirable place to live. Like Henderson, intensification is being encouraged by zoning changes which will take place around the town centre and population numbers will increase. In terms of improvements to amenity there is also a new public space being built at present.

Another project of potential significance for New Lynn includes the possible undergrounding of the railway line and railway station. At present the tracks cross the top end of Totara Avenue and create a division between the older parts of New Lynn and those areas where most of the new housing will be built. Part of the vision for the city is to link these two areas by extending Memorial Drive

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- Future Thinking
- **Future Trends**
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- Future Thinking
- **Future Trends**
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary

Future Trends *(continued)*

across the train tracks and thereby link the existing town centre with new growth areas. This will be very difficult to achieve unless the track and station have been moved underground. If this work is undertaken it will help to achieve the aims of the integrated transport strategy, and potentially have a very positive effect on the accessibility and liveability of the town centre.

Westgate

Westgate will be a new town centre for Waitakere and a long-awaited resource for residents of Massey and West Harbour. Because it is a new town centre there are real opportunities to set a template that is going to promote sustainability objectives. Settlement will be a combination of medium and high density dwellings located close to the town centre. It is envisaged that there will be regular public



An artist's impression of Westgate's new town centre development.

transport from the suburbs nearby into the town centre and also express buses departing to Auckland City along the North Western Motorway.

Residents of Massey number 21,000 people and yet it is an indication of the unsustainable nature of the suburb that there is no town centre to serve them. At present Massey suburb is characterised by low-density housing and poor connectivity where residents are almost entirely dependent on private vehicles to get to a shopping precinct. Access to a local town centre will provide a sub-regional focus for services and employment that will give the town far greater resilience. If, as widely predicted, oil prices continue to increase in price over the next 15-20 years then suburbs such as Massey will be affected. Developing a local town

centre with a good range of services and retail serviced by reliable and regular public transport will be essential.

As a new development there are good opportunities to ensure movement around the town centre is seamless and promotes a range of travel options, especially a good pedestrian network. The plan involves clustering activities so that multiple car trips can be avoided. This is achieved by placing facilities such as the community centre, library and schools in close proximity to retail shopping and public transport. The Westgate town centre and Massey North area will also be linked via a green network of parks, streams and walkways so that pedestrian journeys are made more enjoyable and interesting.

As mentioned, an important element in achieving a sustainable city is providing a local resource base that provides employment, reduces dependence on automobiles, and allows for a viable public transport network. Developing the town centre at Westgate will potentially provide a number of new jobs and provide a much needed focal point for neighbouring residents, reducing the need for regular travel out of the area for both basic supplies and other requirements. While this development will grow the local economy the Council is aware that it needs to be carefully managed to reduce any potentially harmful environmental impacts. To achieve that, streets will be laid out in such a way as to accommodate world "best practice" standards for effective stormwater and pollution management.

Neighbourhood centres

A neighbourhood centre typically serves a local catchment and provides a mix of uses to supplement town centres. A range of services are provided including libraries, community centres/houses, schools, childcare and health services and police and fire services in or within walking distance of the centre.

Local centres have the potential to accommodate additional development to support provision of public transport as they typically have a local bus service and are linked by major transport routes to other larger centres within the city. These centres also provide a strong focus for the local community to meet or gather.

Some of the neighbourhood centres within Waitakere are:

- Glen Eden
- Te Atatu Peninsula
- Te Atatu South
- Swanson
- Ranui
- Sturges
- Fruitvale
- Titirangi

Of note nearly all of them, with the exception of Titirangi and Te Atatu, are located along the rail corridor.

Resilience is provided through our neighbourhood centres having access to good standards of local services to provide for their populations, especially in times of emergency.

Improving local communities by providing good quality local town centres is high on the agenda for the Council. A number of town centre improvements have already been undertaken in these villages but there is still more to be done. Ensuring adequate access to libraries, shops and basic medical services within a walking distance if possible is a key aim of the strategy. This is assisted by ensuring all the centres are on some form of public transport route making these services accessible for those outside walking distances.

In some of these centres there will be further medium density intensification, especially along transport corridors. However, this development will take place in such a way that it respects the neighbourhood character of these settlements.

It is important to note that making low-density suburbs more sustainable is a difficult challenge especially once the street pattern has been formed. Rather than wholesale change what is often more feasible is making small infrastructural changes that take place on a site-by-site basis.

While the Council has not decided on any specific policy directions there are a number of ideas that may or may not be possible and/or pursued. Some of these might include increasing the number of households with access to on-site storm water tanks for secondary water uses. Another energy saving option may lie in improving the insulation of houses in some areas. Supporting households to install solar water heating may be possible, as is the idea of revegetating grass verges into areas that require little or no maintenance. Over the longer term broader changes may be made by increasing the permeability of those suburbs characterised by a high number of cul-de-sacs and making better connections so that it is possible for people to walk around their neighbourhoods and out onto main transport routes more easily.

Rural villages

Rural and coastal villages play an important part in defining the unique character of our city and provide important links between people and the natural world. Many of the coastal villages are located along relatively isolated parts of the West Coast and form a diverse and interesting band of communities that are unique parts of the city's heritage.



Piha village viewed from across the lagoon.

Examples of rural villages within the city include:

- Herald Island
- Whenuapai
- Waitakere township

Examples of coastal villages include settlements along the Tasman Sea and Manukau Harbour, such as:

- Te Henga/Bethells Beach
- Piha
- Karekare
- Huia
- Little Huia
- Cornwallis
- Parau

Many of the households in rural villages display resilience by having on site water supply.

Rural and coastal villages generally have low levels of local services or council-provided infrastructure such as street lighting. Their liveability is often characterised by a close proximity to an inspiring natural environment.

Houses in rural villages can be owner-built and make good use of natural resources such as timber and passive solar heating. An unsustainable characteristic of these villages is that the people who live in these settlements are entirely dependent on being able to travel to work and shops by using their cars. There is usually only a low level of localised employment.

THE OVERVIEW AND SUMMARY:

- Contents
- Framework of the LTCCP
- Message from the Mayor
- Report of the Chief Executive Officer
- Audit Report
- Commitments and Principles to Guide Public Policy Decision-Making
- Strategic Priorities
- Strategic Platforms
- Future Thinking
- **Future Trends**
- Community Outcomes
- Development of Maori Capacity to Contribute to Decision-Making Processes
- Measuring and Monitoring
- Performance Measurement Framework
- Financial Issues Facing the City
- Submissions, Key Issues, Decisions and Policies
- Rates Funding for Activities and Functions
- Major Programmes Schedule
- Activity Plan Highlights
- Governance
- Glossary