

portion of the area. At the same time it is covered by native bush, much of which falls into the Managed Natural Area. Parts of it are clearly more akin to the landscapes of the Waitakere Ranges and the Manukau Coast, while other areas reflect the historic intensive development found in other Bush Living Environments in the City.

The landscape character of the area is recognised through the Waitakere Ranges and Bush Living Environments. ~~It is also recognised that whether an area lies within or outside the Inner Drainage Area influences the degree to which parts of both environments are slightly more urban in character.~~ Finally, there is recognition of the fact that some land has cleared areas on it, and that limits based on the need to protect native vegetation are slightly less pressing in these parts of the City. Effects from weeds and pests still remain a key issue within these areas. The District Plan adopts a two-tier approach to the area which seeks to balance the protection of natural features and outstanding landscapes with the more modified character of the northern eastern part of the area.

The Plan offers those landowners living to the north of the Titirangi/Scenic Drive ridge the ability to develop to a higher density than those to the south and establishes strict development criteria that recognises the different natural and physical characteristics of the two distinct areas. ~~within the Inner Drainage Area in either Environment the ability to subdivide their land to a specified standard site size or via a structure plan. The structure plan process offers the possibility of subdivision beyond the specified site size, so long as careful attention is paid to a range of matters — from protection of water quality and bush, to retention of amenity values. A minimum site size is still applied under the structure plan but it allows for some increased flexibility.~~ This approach recognises the historic development of the area and the resulting local character, as well as its place within the wider outstanding Waitakere Ranges and Coastal Landscapes, and its position within the Green Network.

Foothills Environment (See Also A54)

This area occupies a key position between the urban area and the Waitakere Ranges. There are two unique landscape areas: the upper bush clad areas and the lower pastoral areas. There is a relatively high coverage of native bush in the upper reaches of the foothills, with orchards, other exotic planting and horticultural uses in the lower valley areas. Given the District Plan's other containment policies, intensification to an urban density will not occur. However, the need to establish settlement thresholds still exists. These thresholds exist around the following:

- protection of identified vegetation;
- avoidance of steep and erosion-prone land;
- avoidance of riparian margins;
- protection of amenity and character of the Environment;
- protection of the Waitakere Ranges landscape;
- protection of significant native vegetation and fauna from pests and weeds;
- providing for opportunities for regeneration and restoration of resources; and
- maintenance of dwellings/population in the Foothills at a level that is consistent with infrastructure and servicing standards.

An approach has been adopted that sets a minimum site size consistent with the District Plan's containment policies in the Managed Natural Area, Countryside Environment and Waitakere Ranges Environment. However, ~~as with Titirangi and Laingholm,~~ the Plan allows for some flexibility if a structure plan approach is followed.

The sensitivity of this environment is such that it is anticipated that no further development will take place in the long term beyond that provided for in a structure plan.

Structure Plans

This allows development to be determined by the capacity of the land and the cumulative impacts of settlement. Structure Plans relate development potential to the specific environmental and physical constraints and opportunities on each site. As part of the subdivision consent certain areas identified on the structure plan will require enhancement (revegetation, restoration or streamside revegetation) or protection through fencing or the placing of covenants or encumbrances on the titles. Any site is assessed in terms of its characteristics and what the catchment or structure plan area can sustain. The proposed subdivision boundaries indicated in the structure plan are designed to:

- protect the visual amenity of each lot;
- protect the visual amenity and rural character of the areas;
- retain existing bush areas;
- enhance and restore vegetation; and

A range of future options were then examined for other possible locations for peripheral growth. In assessing whether development should proceed, a range of strict of environmental criteria was applied, through a two-stage approach.

Stage 1 excluded any land:

- * that was not necessary to fulfill growth capacity issue identified within the existing urban areas to 2021;
- * classified as outstanding coastal natural character;
- * classified as outstanding landscape;
- * contained within any Waitakere Ranges or Foothills area;
- * applying to natural hazards – flood or instability;
- * within riparian areas;
- * containing significant and outstanding vegetation and form of habitat.

Having set these criteria, the only land identified as being potentially suitable for urban growth was the currently rural land and the Hobsonville Airbase land to the north of the city.

Further examinations carried out in Stage 2, within this northern area, included:

- * the relative suitability of the areas for mixed use growth, and in particular the growth of employment activities;
- * the extent of land required to accommodate the component of urban growth required;
- * the ease by which areas could be serviced, in particular with roading;
- * impacts on water quality, including water quality of the Upper Waitemata Harbour;
- * landscape impacts;
- * heritage values;
- * the potential quality of any future urban development within the area.

The areas identified include Massey North (based on employment growth associated with retail expansion of the Westgate Centre and significant industrial / service land between future State Highway 16 motorway and the existing State Highway 16); the Hobsonville Village Town Centre (based on an expansion of the existing Hobsonville Commercial Centre) and the former Hobsonville Air Base land (based on a new marine industry precinct and comprehensive mixed-use provisions).

6.2.3 Medium/High Density Intensive Housing

Medium/High density Intensive housing comprises higher density housing in the form of "medium density housing", "apartments" or barns in "mixed use" developments housing is an important tool in the District Plan's overall consolidation and City form strategies. The Plan concentrates medium density intensive housing around town centres, railway stations and main transport routes. This is part of the strategy centralising key activities around central nodes and points, as a way of improving the viability of passenger transport. It also promotes a high quality urban environment to counter pressures for outward spread of the urban area.

Medium and High density Intensive housing also addresses the problem of lack of housing choice. Waitakere City has a limited range of housing types, particularly for 1 to 2 person households, and limited choices in terms of the location and style of housing. Most housing is detached, on moderate size sections. The District Plan removes restrictions on the provision of alternative housing forms and sees the production of medium and high density housing intensive as essential to accommodating an ageing population and changing household structure.

If developers wish to build medium density intensive housing the District Plan encourages them to concentrate building around town centres (especially New Lynn, Henderson and Massey North) and transport nodes and corridors. A concept plan process also made provision for intensive housing as part of a comprehensive mixed use development at the old Hobsonville Airbase. Design advice and a resource consent process that make it possible for any project to proceed with a good level of certainty also encourages developers to take up the challenge. The prime focus for Medium and High Density Housing should be around transport nodes and corridors.

Medium density Intensive housing must be developed in a comprehensive way, on sites of a size that allows consideration of open space and roading layout to be adequately addressed. Detailed assessment criteria are provided to assess each proposal against and to give guidance.

~~This approach to medium density housing is a refinement of past policies and methods found in the previous Waitemata District Scheme. In that document, there was provision for comprehensive housing areas where there were no performance standards beyond a minimum development area.~~

This approach provides more certainty and guidance on outcomes, and gives clear protection to surrounding low-density suburbs, while protecting and enhancing the amenity of the Community Environments areas proposed for intensive housing and contributing to wider issues of sustainable city form.

0.2.1 Retail Activities and Employment Growth

Shopping is an essential part of life for the City's residents. Shopping is important for everyday needs (such as food) and for other needs as well (clothing, household goods, etc). Shopping is also a major leisure activity.

The retailing sector is a major component of the City's economy. Its health is important to the community from the business perspective (collectively rather than individually) and also because of the many residents who are employed in the retail sector.

In order to survive and prosper, the retail sector needs to compete. This sector has become very dynamic in the approaches taken to compete well and offer the community good service. Changes will continue to occur and some will be difficult to predict - for instance the impact of internet shopping.

Shopping centres often contribute to the overall amenity of an urban area. For this reason, amenity standards associated with shopping centres are very important. These standards can be assisted, not only through individual *development design*, but also through community input, for instance through main street projects, and by co-ordinated planning over a contiguous area such as through a Concept Plan or Comprehensive Development Plan. Shops, by their very nature, attract people. People movement is primarily by car and people will usually use the car to access shops.

It is now well-recognised that many of the City's (and region's) issues arise out of private motor vehicle use - including pressure on roads, congestion and pollution and the social, economic and environmental consequences of these (see, for instance, the Auckland Regional Land Transport Strategy 1999). The location of retail activity and other employment land can have important ramifications in respect of private vehicle use (including trip length) and the success of promoting passenger transport use and mixed use development.

There will also always be a need for those who have not or cannot (for instance, through disability) have access to a car. The generation of traffic is also an effect of each individual retail development. Traffic safety and traffic impacts on *roads and amenity* can be major issues on assessing the suitability of a proposed development. Other *effects* can include maintaining the visual character of an area (issues of design, screening and landscaping) and noise.

Taking all of the above in to account, the following issues need to be recognised when sustainably managing effects from *retail activity*:-

- *effects* the retail sector (including its distribution) can have directly or indirectly on the social and economic conditions which affect community wellbeing;
- *effects* the retail sector and shopping centres can have on *amenity* in and adjoining shopping areas, and also on the perceived character of the City as a whole;
- the desirability, where appropriate, of integrating *retail activity* with existing retail and other community resources and activities (particularly those in *town centres*) including *site and building design* integration, and pedestrian and *road* linkages;
- the relationship between the retail sector and use of the private motor vehicle, and therefore the social, economic and environmental issues arising from private motor vehicle use;
- the need to manage site-generated *effects* of *retail activity*;
- the potential impacts on the continuing effectiveness of *town centres* to act as viable locations for population intensification.

This Plan responds to the above issues through an approach to the location of retail activity which is based on the following:-

- Part 6.1.1 of the *Plan's* Policy section, which explains the City's approach to urban consolidation. Urban consolidation is a major basis to the *Plan* and is consistent with the same major strategic platform of the Auckland Regional Policy Statement. A key component to this consolidation strategy is the management of retail activities. The *Plan* promotes the centralisation of *retail activities*, particularly within the *major town centres*, being New Lynn, Henderson and Westgate, but also within other *town centres* and, subject to policy and assessment criteria, along *major roads*, as a means of encouraging consolidation of urban activities. For urban consolidation to work, it is important that nodes of business activities are sustained.
- Urban consolidation is also important in order to reduce the environmental impacts of motor vehicles. A focus of *retail activities* in *town centres* (most of which are centrally located) and on existing and/or proposed passenger transport routes will increase the viability of passenger transport, reduce vehicle trip frequency and length and relieve the wider pressures on the City's water and land resources, infrastructural systems and ecosystem stability, which arise from the outward expansion of the urban area.
- The strategy also recognises a need to respond to the important economic and social needs of the community, represented by the physical environment within *town centres*. That physical environment relies substantially on the retail sector and could suffer through the establishment of inappropriate retail *development* elsewhere. It is important to ensure the adverse *effects* on the social amenity derived from such facilities and services are avoided, remedied or mitigated.
- From an *amenity* perspective, the strategy encourages the formation and sustainable management of *town centres* within which people can provide for their wellbeing and with which they can identify. *Town centres* that are vital and exciting; that are close to a good passenger transport system; that provide excellent and safe pedestrian environments; that contain a grouping of activities which are able to support each other and be supported; and where there is confidence in the future, will have the best chance of sustained investment in high levels of private and public *amenity*.

This approach has some similarity to the strategy that has been in place in the City for many years. That strategy has been confirmed by many past decisions of the Planning Tribunal / Environment Court. However there are important distinctions between the approach of this *Plan* and what may be perceived as being the basis of past approaches. This *Plan* does not seek to protect existing investment from new development which may better serve the needs of the community through improved amenity, format, technology and pricing. The *Plan* does not seek to restrict the healthy effects of trade competition, although the land use framework, including provision for *retail activities*, is managed for other effects-based reasons. The *Plan* recognises that there will be categories of retail activity - such as *convenience shops* which serve local neighbourhoods, *factory shops*, *yard-based activity* and automotive retail activity - which may be better located outside *town centres*. Some other "destination stores" may also be appropriately located alongside or outside *town centres* (for instance on *major roads*) because of their size and function and their potential to compromise pedestrian or residential *amenity* values. There may also be some future need for a planned new shopping centre. All of these potential developments are provided for, with appropriate criteria to ensure consistency with the overall strategy of consolidation.

A sequential approach is utilised to plan for and assess new retail development. This approach favours the location of *retail activity* in *town centres*. Beyond that the emphasis is on encouraging a location alongside a *town centre* or a location on a *major road*, subject to matters outlined in relevant policy (particularly Policy 11.17) and rules (particularly Working Environment Rule 5). All shopping, and particularly that which is pedestrian-orientated, is focused in the *community environment cores*. These cores will continue to provide for shops which people often visit as part of a multiple destination shopping trip.

The Community Environment cores will be monitored to ensure that they can continue to accommodate future retail and commercial activities, with appropriate flexibility to encourage competition. The *major town centres* and certain other *town centres* are likely to grow over the life of the *Plan*. There are options to expand but new *infrastructure*, such as roading, may be required to ensure that the centres grow in a coherent way. New *development* must assist the funding of this *infrastructure*.

Resource Consents

In *Working Environments* there is limited provision for retailing as a *permitted activity*. Other limited provision is made for retailing as a *discretionary activity*, subject to assessment criteria which reflect the matters outlined in policy, such as Policies 11.17, 1.3 and 4.1.

Plan Changes

New shopping developments can be provided for by way of *Plan Change*. In general, this approach will be favoured where *retail floorspace* (including the proposal subject to the application but excluding all *retail floorspace* in the *Community Environment* and that *retail floor space* in the *Working Environment* which enjoys *permitted activity* status) will exceed 6750m² within a 500m radius of the centre of the *site* subject to any proposal.

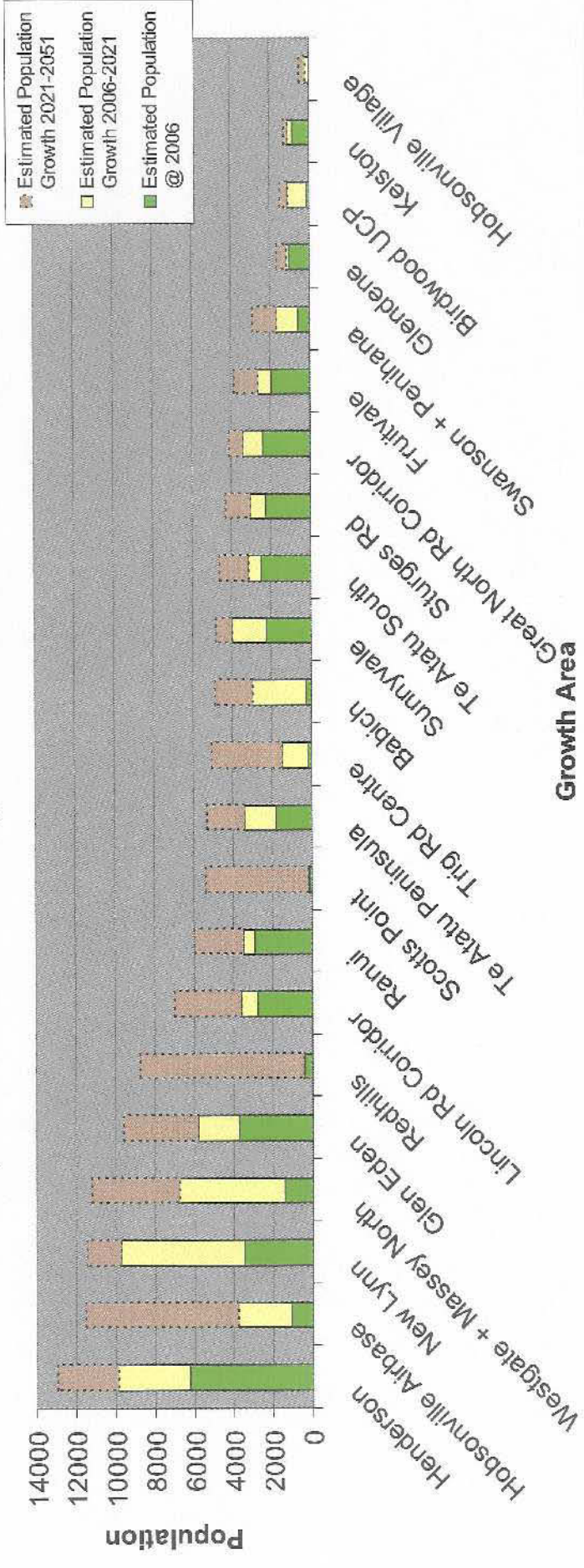
In addition to matters which will otherwise need to be addressed under the provisions of the Act, plan change proposals should address the following matters:-

- (i) *Impacts on the Urban Consolidation Waitakere Growth Management Strategy* The extent to which the new centre will lead to pressures for unplanned peripheral expansion of the City and/or a move away from consolidating urban activity in central areas, particularly those which are accessible to passenger transport systems.
- (ii) *Impacts on Private Motor Vehicle Use and Passenger Transport Use* The extent to which the new centre will lead to increased (or decreased) motor vehicle use, particularly when compared to a location within a *town centre*, and the extent to which the new centre will impact on passenger transport use.
- (iii) *Suitability of Existing Town Centres* The extent to which there are opportunities within or (secondly) contiguous with existing *town centres* to provide for the retail component of the planned centre and, if there are such opportunities, whether the community would be better served by those opportunities rather than the introduction of a new centre (having regard to the policies and explanation of policies in the *Plan*).
- (iv) *Impacts on Existing Town Centres* Whether there will be social, economic and *amenity effects* (positive and/or negative) on the *town centres* as a whole. If there are significant adverse effects, whether they can be mitigated to ensure the *town centre* maintains sustained vitality and, if so, how. Note: the analysis of the foregoing should include *town centre* impact assessments of *retail floorspace* gain or loss, relevant demographic changes, pedestrian flow changes, retail category representation changes, vacancy rates (and whether they are sustainable), customer surveys and changes in safety and *amenity* standards.
- (v) *Location Suitability* The extent to which the location is accessible to and can (where appropriate) be integrated with *town centres* (sites adjacent to *town centres* are preferred) and is accessible (or can be made accessible) to a suitable *major road*.
- (vi) *Site Suitability*
 - The extent to which the *site* is of adequate size to accommodate retail and other mixed use development, together with parking and landscaping.
 - The extent to which the *site* can be developed in harmony with the character of the area in which it is to be located.
 - The adequacy of services *infrastructure* (especially *roads* and drainage). It will be noted that the *Plan* makes special provision for retail activities in the *Lincoln Centre Special Area*. This recognises the unique location and history of the centre. The amount and type of *retail floorspace* possible in the centre is managed to ensure that Henderson is not adversely affected, consistent with the *Plan* policies and explanations. Limited provision is made for retail activity in the *Lincoln Park Special Area*. A comprehensive development plan is required for the site, which will be required to show adequate provision for ensuring minimum standards of *amenity* and *road* access. Retail development must also be adequately integrated with the *Lincoln North Community Environment*. In order to ensure the *town centres* at Lincoln North and Henderson are not adversely affected, consistent with the *Plan* policies and explanations, retailing is strictly limited in this Special Area. The strict limitations are intended to ensure that there is no retail activity outside of the following categories:-
 - *service stations* (limited to only one within the *Lincoln Park Special Area* with the main access provided from Lincoln Road);
 - shops for the retail sale of arts and crafts and souvenirs not exceeding 400m² total on the *Lincoln Park Special Area*;
 - a *supermarket* (limited to only one on the *Lincoln Park Special Area*) with a gross floor area not less than 6,000m²;

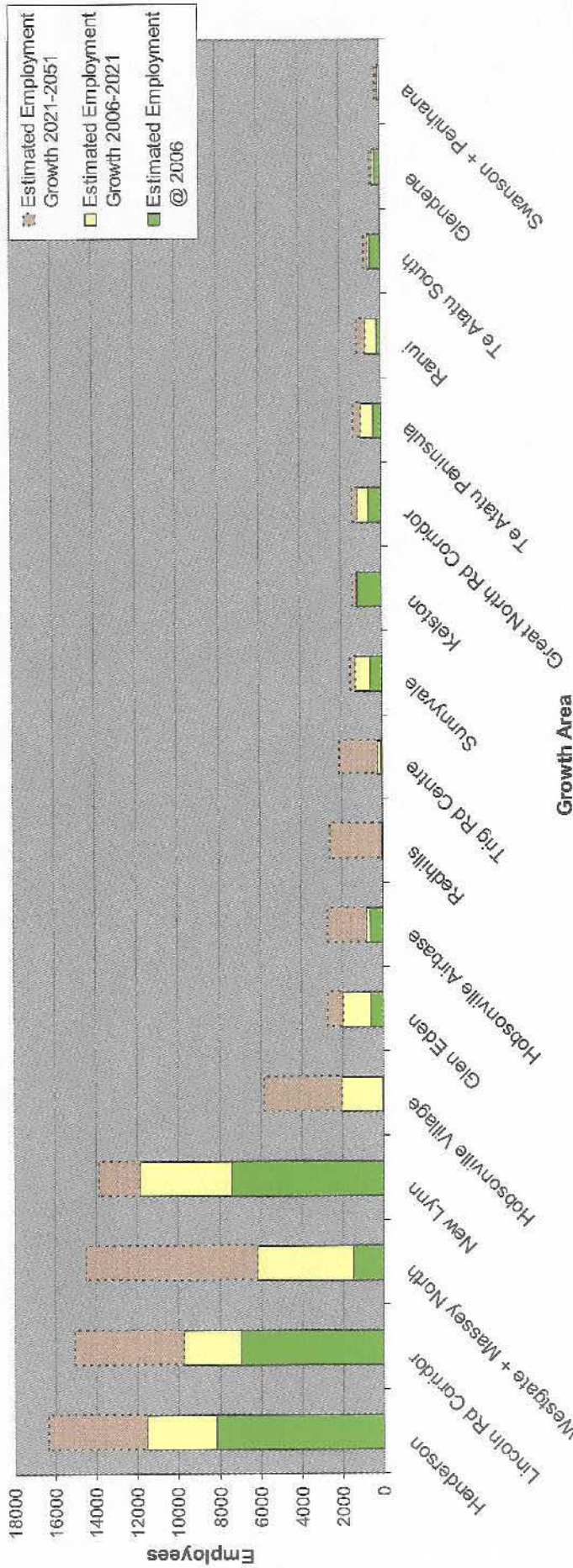
- garden centres;
- other shops provided that the *gross floor area* is not less than 6,000m² and any *retail sales* are limited to hardware and building materials, furniture, household appliances, business and office supplies and equipment. Limited provision is made for retail activity in the *Lincoln Park Special Area* due to consideration of the historical context of development in the immediate vicinity.

Any retail activity beyond that identified above would derogate from the *Plan's* objectives and policies, concerning the sustainable management of the City's natural and physical resources, and in particular, the resources contained in the existing *town centres*. Therefore, any retail activity beyond that identified above or as further specified in the relevant rules would be non-complying.

Population Estimates for Existing and Future Growth Areas, 2006-2051



Employment Estimates for Existing and Future Urban Growth Areas (with business zones), 2006-2051



Appendix AXX

Waitakere City Council

Draft International Relations
Framework

“Future Directions”

August 2008

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EXECUTIVE SUMMARY

INTERNATIONAL RELATIONS FRAMEWORK

The International Relations Framework draws from the 2006-2016 Long Term Council Community Plan (LTCCP) for a Strong and Innovative Economy, Active Democracy and Strong Communities. Relevant strategic platforms are:

- *Waitakere is a place of innovative economic activities, providing local, quality work and development options for its people. Environmentally responsible businesses are supported and flourishing.*
- *People feel that they can make a difference. There are high levels of community participation and respect for each other's views.*
- *People are active, informed, healthy and content. They feel safe and there is a strong sense of community. Our city is a great place for children. We enjoy diversity of lifestyles and people.*

The International Relations Framework recommends that the objectives of international relationships shall be:

To proactively create, and strategically manage, opportunities for Waitakere's stakeholders to learn, experience and engage with international communities, especially in support of local businesses and the advancement of sustainable development, as well as to enhance Waitakere's reputation as an active and appreciated member of the international community.

OBJECTIVES

OBJECTIVE 1 - CULTURAL

Waitakere's community is strengthened through greater awareness, understanding and appreciation of different cultures.

International relationships are developed with associated activities designed to create opportunities for Waitakere residents to learn about and/or experience other cultures. Vehicles for this process may entail cultural, arts, youth and/or sports activities.

Key Actions

- Expand sister city student exchange programme to include Ningbo.
- Involvement in Korean and Chinese film festivals.
- Develop opportunities for further arts, sports and cultural exchanges.
- Increased partnership in attracting and/or supporting cultural events in Waitakere City.

OBJECTIVE 2 - ECONOMIC

Waitakere is fully engaged with the Global Economy.

The City's international relationships and/or status are leveraged to provide avenues for Waitakere's businesses to fast-track their entry or expansion into the global economy. Similarly, such international profile is utilised in the attraction of inwards investment, tourists and students.

Key Actions

- Ongoing development of sector specific economic links with China via the Ningbo strategic partnership.
- Active involvement in New Zealand film festivals held in China, Korea and Galway (Ireland).
- Ongoing economic activities with Huntington Beach.
- Research additional international relationships that foster and facilitate commercial opportunities.
- Utilise Waitakere Enterprise and Waitakere's Business Improvements Districts (BIDs) to establish communication channels with Waitakere-based businesses that augments future activity programmes.
- Active involvement with regional trade and trade policy organisations.
- Attract and/or support international events to establish in Waitakere.
- Support inward trade and business delegations of relevance to Waitakere.
- Link with regional organisations, such as Film Auckland, Tourism Auckland and Study Auckland.

OBJECTIVE 3 – DEVELOPMENT ASSISTANCE

Waitakere contributes to international development, environment, democracy and peace initiatives.

Waitakere increasingly contributes towards international humanitarian initiatives; environmental and conservation promotion, global peace efforts; and, the promotion of sustainable development policies and practices.

Key Actions

- Ongoing promotion of a sustainable development model.
- Ongoing involvement in international environmental, developmental and peace organisations, such as ICLEI – Local Governments for Sustainability.
- Development of an international relationship(s) in the developing world.
- Development of Pacific Island linkages for future support programmes.
- Appropriate involvement in international relief efforts.

OBJECTIVE 4 - CIVIC

Waitakere is positioned and branded as a thriving, sophisticated and multicultural Global City.

Waitakere meets its relational obligations as a committed, responsible and active member of the international community. Waitakere's visibility in the global community is recognised and appreciated. International linkages are leveraged to improve organisational capability.

Key Actions

- Provide a focal point within Council for sister city communication, coordination and associated activities.
- Facilitate institutional knowledge sharing activities (staff exchanges/secondments) to improve organisational capability.
- Active involvement with international "local government" organisations.
- Develop inward delegation management structure – staff, programme and charging structures.
- Develop international promotion strategy.

INTRODUCTION

In the years since Waitakere declared itself an eco city many significant accomplishments have been made, both in terms of policy initiatives that are leading the world (and internationally recognised as such)¹, as well as in the delivery of the associated activities and services. Waitakere has developed its strategy for the next ten years as a reaffirmation of this current city vision. Articulation of such a city vision/brand naturally catches the attention of the international community. Consequently, opportunities have existed to leverage this international recognition for local benefit.

The economic dimension still remains at the core of sustainable development issues confronting the City. Waitakere has a pressing need to generate economic activity within the City limits and transition away from a primarily dormitory suburb. The Council's approach to economic development rests in a mixture of land use planning, infrastructure investment, skill and community development programmes and relationship development. Already, notable progress has been achieved in the screen production, marine, education and tourism industries. Increasingly, Council and its economic development trust, Waitakere Enterprise, are being asked by local businesses to assist with facilitating export growth and international business linkages.

Waitakere has a long history of international connectivity in both the civic and public spheres. The City has four well-established sister city/friendship relationships, and the City's residents also have independent trade, sporting and educational connections. These connections have been important elements of our identity and to our way of life. If Waitakere is going to continue prospering in a world increasingly characterised by globalisation, then the Council needs to adopt a strategic and proactive approach towards international relations.

Regions and cities are increasingly becoming a driving force in the international environment. Working behind the macro-efforts employed by central government agencies, cities are able to maximise the returns to their local economies by unashamedly promoting the competitive and comparative advantages of their respective businesses. Experience has shown that targeted and specific business assistance is often the difference between success and failure when attempts are made to engage with the global economy. This targeted assistance could be for individual companies and/or industry groups.

Waitakere has already led the way in many key areas associated with city branding and profile in the international environment, such as eco city initiatives and the more recent peace city initiative. There exists opportunities for Waitakere to build on these accomplishments, through the leveraging of its international profile, to utilise opportunities in the international environment to further the attainment of City objectives. However, converting opportunities into outcomes requires a proactive and strategic approach towards international activities.

¹Waitakere won first place at the UN LivCom Awards for a Liveable Community (city size 200,000 - 700,000) in November 2006.

The face of Waitakere continues to change. As the population grows, the concurrent processes causing a deepening of our multi-cultural society continues. Fostering programmes that promote intercultural understanding and appreciation will assist in the maintenance of a tolerant and peaceful community. This in turn also enhances our global reputation as a sophisticated and cosmopolitan centre.

In parallel with the achievement of Waitakere's developmental objectives via interaction with the international community, Waitakere also has a secondary responsibility to assist the global community reach their respective objectives. This commitment is implicit in our commitment to international agreements² that form the bedrock of our vision of the society we want to create and maintain. There are a number of ways that Waitakere could contribute to international development that align with our strengths and experiences. These mechanisms are outlined within this international relations framework.

² Agenda 21 and the Rio Declaration.

INTERNATIONAL RELATIONS FRAMEWORK

The Council's overarching vision is articulated in the Long Term Council Community Plan (LTCCP) 2006-2016 as strategic platforms. These platforms are:

- **Strong Innovative Economy:** *Waitakere is a place of innovative economic activities, providing local, quality work and development options for its people. Environmentally responsible businesses are supported and flourishing.*
- **Active Democracy:** *People feel that they can make a difference. There are high levels of community participation and respect for each other's views.*
- **Strong Communities:** *People are active, informed, healthy and content. They feel safe and there is a strong sense of community. Our city is a great place for children. We enjoy diversity of lifestyles and people.*

Bearing in mind the Council's strategic vision, the International Relations Framework seeks the following:

To proactively create, and strategically manage, opportunities for Waitakere's stakeholders to learn about, experience and/or engage with international communities, especially in support of local businesses and the advancement of sustainable development, as well as to enhance Waitakere's reputation as an active and appreciated member of the international community.

SUMMARY OF OBJECTIVES

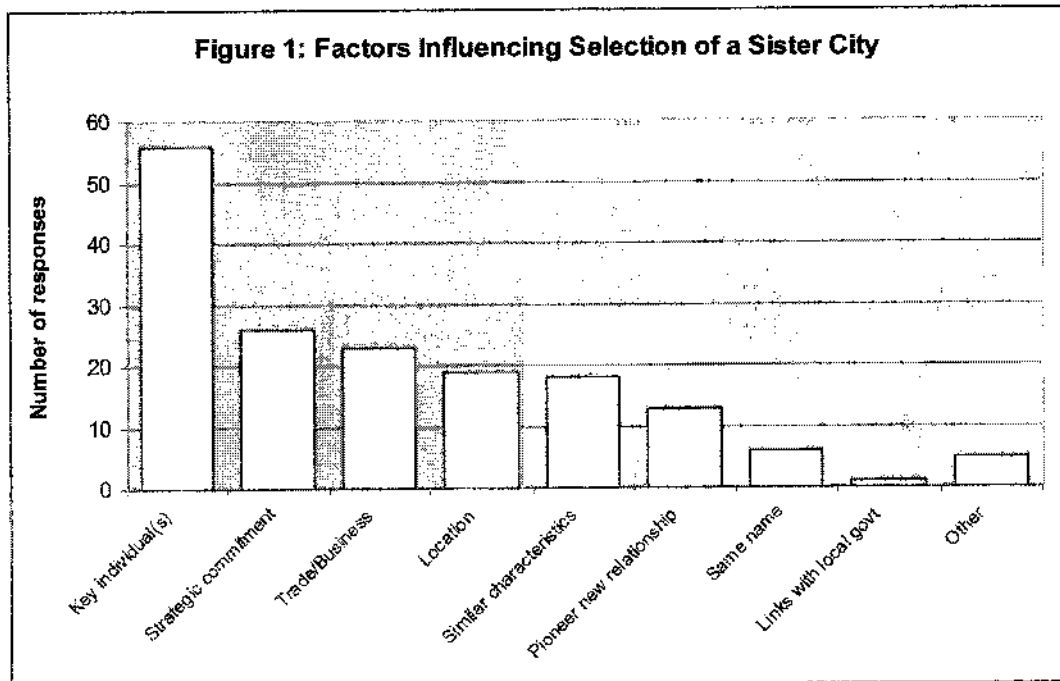
This International Relations Framework has four core objectives. These are:

1. Waitakere's community is strengthened through greater awareness, understanding and appreciation of different cultures.
2. Waitakere is fully engaged with the global economy.
3. Waitakere contributes to international development, environment, democracy and peace initiatives.
4. Waitakere is positioned and branded as a thriving, sophisticated and multicultural Global City.

BACKGROUND

Commonly, the most recognised activities of cities operating internationally are associated with the sister city movement. The advent of the sister city movement (twinning or friendship city) resulted from a post-World War II initiative to repair relations in Europe, and was extended globally by the United States following a global peace initiative instigated by President Dwight D Eisenhower from 1956. The primary objective was to create a global environment of cultural understanding that would contribute towards the alleviation of future conflict. In the immediate post-war period, New Zealand cities entered into a number of relationships with European and US cities. In more recent times, and reflecting the shift in economic emphasis, New Zealand Sister City relationships have shifted towards the Asian region.

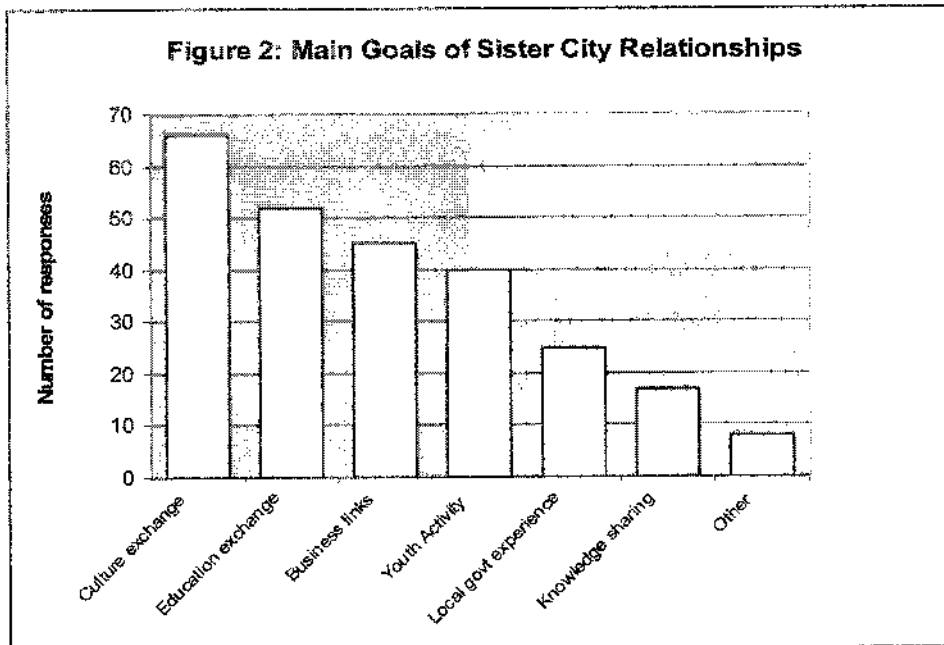
A recent survey of New Zealand cities by the Asia New Zealand Foundation found that the most prevalent historic reason for choosing a sister city has been as a result of personal relationships (Figure 1).



(Source: Asia New Zealand Foundation)

The same survey also asked respondents to identify the main goals associated with their respective sister city relationships (refer Figure 2). However, the survey then goes on to record the disconnection between stated goals and subsequent activities. Such a disconnection can be partly explained by the lack of synergies between two particular sister cities when the original selection decision was made. However, more significantly there has historically been an inadequate level/standard of proactive and strategic planning governing

sister city activities (and all international relations for that matter). This lack of strategic focus and planning is, in turn, a result of the gradual and/or cautious entry of local government into the international environment. Consequently, much international activity has been *ad hoc*/reactive and resourced over a number of city departments and/or budgets.



(Source: Asia New Zealand Foundation)

Waitakere has entered into a number of sister city and friendship city relationships for various underlying reasons. In Waitakere's case, the main goals have historically been: education exchange and youth/sports activity with Huntington Beach; cultural exchange with Kakogawa; business links with Ningbo; and local government sharing and knowledge exchange with Galway (refer Table 1). Between April 2006 and May 2007, all current city relationships were activity audited in order to ensure maximum effectiveness was being achieved, as well as to explore new areas of potential activity, particularly in commercial sectors.

Overall, Waitakere's sister city relationships have displayed a commendable above-average alignment between city selection, goals and activities. Nevertheless, as a result of increasing globalisation and the recognition that communities have to be assisted to prepare for change at home, as well as be encouraged and/or assisted to engage with the international community(s) abroad, there is a current trend of enhanced local government activity.

Auckland City recently commissioned an independent study³ concerning the measurement of the contributions its sister city relationships make towards the local Auckland economy. The study found a positive NZD 55 million contribution, although primarily in the areas of education and tourism.

³ Covec – "Assessing the benefits of Auckland City Council's International Partnerships", July 2007.

Table 1: Summary of Historic Sister City Focus

Huntington Beach – USA (established 1984):

Activity	Status	Strategic Focus (in order of priority)
Student exchanges	Ongoing – reciprocal annual student visits.	Cultural Civic
Business assistance	Linking respective business enquiries through Economic Development Agencies and bi-annual Main Street economic beachhead event.	Economic Civic Cultural
Reciprocal junior surf life saving exchanges	Ongoing annual competition staged independently of direct Council support.	Cultural Civic
Staff exchange	Periodic – as developed by respective council departments.	Civic Economic Cultural

Kakogawa – Japan (established 1992):

Activity	Status	Strategic Focus (in order of priority)
Student exchanges	Ongoing – reciprocal annual student visits.	Cultural Civic Economic
Disabled students visit to Waitakere	Ongoing – annual visit to Waitakere by disabled students.	Development Assistance Civic Cultural
Delegation support (inwards)	Periodic – as with delegation attendance at Waitakere Central opening.	Civic Cultural Economic

Ningbo – China (established 1998):

Activity	Status	Strategic Focus (in order of priority)
Ningbo Trade Missions	Periodic trade missions to attend the Zhejiang Trade Symposium in support of Waitakere Enterprise. Business clusters supported – Education, Marine and Wine.	Economic Civic
Screen production location and co-production promotion	Ongoing – an addition to the Ningbo activities. Support for the film cluster in Shanghai and Beijing. Incorporated into Film Auckland activities.	Economic Civic Cultural
Staff Exchanges (Inwards)	Periodic – staff placement at the request of Ningbo. Primarily to up-skill Ningbo foreign affairs personnel responsible for Waitakere relationship.	Development Assistance Economic Civic Cultural
Delegation Support (Inwards)	Periodic – usually 6 delegation visits per year from Ningbo delegations or wider Chinese delegations of interest to Waitakere.	Economic Civic

Galway – Ireland (established 2002):

Activity	Status	Strategic Focus (in order of priority)
Staff and Artists Exchanges	Periodic – as developed by respective council departments.	Civic Cultural

NOTE: a level of cooperation has existed in recent years with Parramatta (Australia) and Rochdale (UK)

However, in a 2003 study⁴ of the economic benefits of sister city relationships, an important proviso was made to the finding that sister city relationships had delivered economic benefits:

⁴ New Zealand Institute of Economic Research (NZIER) – “The Economic Benefits of Sister City Relationships”, March 2003.

“If Councils and businesses wish to experience greater economic gains from their sister city relationships, they need to better take advantage of the opportunities that such links provide.”

This point was further reinforced in another study in 2005:⁵

“In light of the current emphasis placed on developing the conditions able to deliver long-term sustainable growth to improve the quality of life of all New Zealanders, the economic value Sister Cities can provide to the country should be taken advantage of.”

The economic development prerequisite, of greater strategic action(s) in the international sphere, has also been raised in the Auckland Regional Economic Development Strategy (AREDS) where it states:

“City to city relationships are also not being developed strategically or being utilised to their full potential (for promotion and exporting) . . .”

Consequently, national studies reinforce that no doubt exists concerning the value of city connections or the related issue of an enhanced international role for local government. The critical issue remains that if benefits are going to be maximised, then a systemic and strategic approach needs to be employed.

It is also worth highlighting that traditionally formulated sister city relationships are not the only vehicle for international engagement. International civic relationships can also be technical or activity-based relationships. An activity-based example might be a reciprocal film festival with Gangnam-gu (Seoul - Korea) following the Korean Film Festival hosted by Waitakere in November 2006. In this case, a mutually beneficial economic development activity forms the basis of the interaction and precedes any formal civic relationship. Similarly, cities are able to make international connections with other organisations (chambers of commerce, research institutions, diplomatic posts, international businesses and individuals), as well as appointing honorary representatives. Regardless of what form international engagement(s) takes, it should be part of a broader strategic approach.

In summary, the international role of cities has changed in recent years as cities augment their operations in response to the changing international environment. Issues precipitating this changing role include:

- The devolvement of the responsibility for economic development from national to regional and local agencies.
- The international engagement factor as a prerequisite for sustainable economic development.

⁵ Asia New Zealand Foundation – “Sister Cities New Zealand: Developing a forward Agenda”, April 2005.

- The relative ease of cities to operate internationally - free from overarching national policy positions adhered to by central governments.
- The ability of cities to operate at a level satisfactory/appropriate to local requirements, whilst still leveraging benefits through the larger initiatives of central government agencies.
- Cities are able to operate in areas specific to the needs of their stakeholders, whilst also joining forces with other regions and/or business clusters for enhanced benefits.
- Cities are able to support areas of interest to local constituents (niche activities) that are overlooked and/or outside the current focus of central government agencies.
- The recognition that the majority of the world's population now resides in cities (two-thirds by 2030).
- Cities have historically been the drivers of both creativity and innovation and that these processes are fundamental to the development of a modern society and economy.
- The role local democracy and self-government plays in the construction of a more united and peaceful world.
- The rapid pace of environmental degradation requiring a local, regional and national approach (50% of the world's population lives and 75% of all energy is consumed in cities).
- The expectation of other cities and international agencies to operate within an appropriate international context.

These factors are especially true for New Zealand, which only has a small domestic market and must necessarily be engaged internationally to sustain economic growth.

Underpinning the international relations framework is the partnership between Council and the local Maori community, as well as the due regard towards the Treaty of Waitangi (Te Tiriti o Waitangi). A priority for the international programme is the recognition of our Maori culture during international activities. Indeed, such recognition carries considerable weight in the international context, creating a distinction, or point of difference, that can be utilised to create and/or enhance Waitakere's profile. Such recognition has already played a central role in recent international programme events.

INTERNATIONAL RELATIONS OBJECTIVES

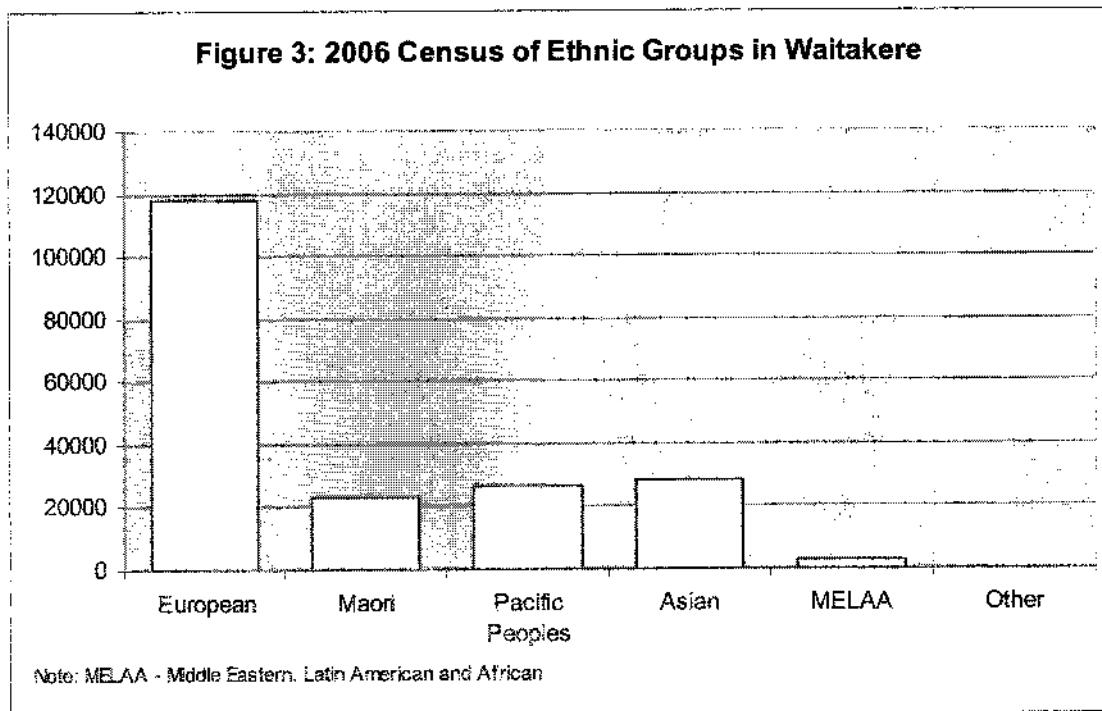
This section describes the objectives sought by the Council through implementation of its international relations programme. Current activities are noted, as well as an indication of possible future activities that match with the strategic objectives.

OBJECTIVE ONE - CULTURAL

Waitakere's community is strengthened through greater awareness, understanding and appreciation of different cultures.

Introduction

Fundamental to the strength of any city is the sense of community felt by its residents. New Zealand is fast becoming an increasingly multi-cultural society and Waitakere is also experiencing a measure of this national trend (Figure 3). According to the 2006 Census, Waitakere's proportions of Pacific, Asian and Middle Eastern, Latin American and African (MELAA) ethnic communities are above the national averages.



(Source: Statistics New Zealand)

An increasingly cosmopolitan community contains many inherent positive benefits, as well as a few inherent risks. The breakdown in community cohesion as a result of intercultural ignorance and misunderstanding has led to sectarian conflict in many cities of the world, as

well as levels of associated tension in some New Zealand cities. The LTCCP identifies the creation of a strong community as being paramount to the city of Waitakere. Specifically, the LTCCP states that people need to “feel safe” and that a “diverse range of people” also need to “feel a sense of community”.

Cultural activities are generally designed to increase awareness and understanding of a particular culture. Intercultural skills, the awareness and appreciation of cultural differences, lead to the ability for different cultures to co-exist harmoniously and to interact effectively. With a growing migrant community, intercultural skills are likely to become even more relevant to the daily interactions of a harmonious society. An important and often overlooked element of increasing intercultural skills is augmenting information with experience.

Concomitant to enhanced cultural awareness amongst “mainstream” communities, a commitment towards cultural understanding engenders goodwill and productive engagement in society from resident minority and migrant communities. This goodwill contributes significantly towards community harmony, as well as contributing to successful migrant settlement, increasing the resulting contribution towards local economic development.

Current Activities

Waitakere has a longstanding and successful reciprocal student exchange programme, which has been well supported (and funded) by Waitakere’s schools and/or students. Each year reciprocal student exchanges happen with both Kakogawa (Japan) and Huntington Beach (USA). Feedback from those involved is usually positive and the associated activities usually represent a highlight in the lives of the students. In many cases, the contact between students and hosts develops into life-long friendships and associations.

Fundamental to the rationale for starting the sister city relationship with Huntington Beach, the Piha Surf Life Saving Club sends regular teams to Huntington Beach for annual competitions. This activity has been independent of direct council involvement and represents a significant (both in terms of activity, as well as the independent nature) outgrowth of the Waitakere/Huntington Beach civic relationship.

From the aspect of cultural understanding, those involved in student exchanges are able to gain first-hand experience of the international environment and another culture (specific to the country visiting, but also developing the general skills of intercultural appreciation and operation).

Waitakere City also provides a measure of support for both the bi-annual Korean and Chinese Film Festivals held in New Zealand. Along with economic reasons (discussed below) these festivals provide significant vehicles for conveying information about Korean culture in a way that is publicly accessible.

Future Activities

An expansion of the student exchange programme to include China would extend the strategy of cultural awareness and experience to the Chinese culture. In light of the rising status of China on the international stage, as well as the growing number of community members of Chinese heritage, expanding community understanding and experience of Chinese culture is an obvious priority. Furthermore, in light of Waitakere's economic strategies, developing cultural knowledge and links with China is a complementary activity.

Waitakere City stages a number of significant cultural events on a regular basis – the Chinese Moon Festival and the Indian Diwali Festival being but two relevant examples. These festivals are currently successfully managed by the Waitakere City Council Events Management team. The opportunity exists to augment these initiatives through coordination with the International Relations Programme. This could take the form of regularly requesting performers and/or decorations from partners abroad, thereby providing another platform for interaction and cooperation. This has happened in the past with both Ningbo and Kakogawa.

Further exploration of arts, cultural and sporting ties could be explored in the cases of Galway and/or Kakogawa. In particular, linkages with respective museums and/or art galleries, as well as reciprocal artist exchange programmes coordinated with respective city cultural events.

OBJECTIVE TWO - ECONOMIC

Waitakere is fully engaged with the Global Economy.

Introduction

The Auckland regional economy accounts for approximately 35% of New Zealand's gross domestic product (GDP). Waitakere's share of that is currently about 8%. There are over 13,000 businesses in the City providing 48,000 full time equivalent positions.

The Waitakere economy is part of the Auckland regional economy and has linkages both to the rest of New Zealand and globally. For example, it is estimated that the gross flow of goods and services between the Waitakere and Auckland economies is \$2.6 billion. About 18% of Waitakere businesses import from overseas, while 12% are involved in exporting.

Both Auckland regional governance organisations and central government are increasingly engaging in economic development activities. This International Relations Framework is intended to link local efforts with national and regional initiatives, thereby ensuring that Waitakere gains maximum benefits from international initiatives.

Central government's recent focus on sustainable development provides exciting opportunities for Waitakere. Waitakere has been committed to sustainable development for more than 10 years. However, this concept has only recently been understood and applied at a national level.

In 2002 the Auckland Regional Economic Development Strategy (AREDS) was adopted. The AREDS framework has an outward focus, with the goal of connecting Auckland to the rest of the world in order to foster sufficient economic growth:

"Our research also identified the limited potential of future growth based on domestic markets. So the journey towards future economic prosperity needs to be focused outward, towards other international cities, and key markets . . ."

In October 2006 the Metro Project Action Plan was produced which reinforced the vital need for Auckland to engage with the international economy:

"Improving links between Auckland's international networks will help more businesses to establish an international presence and, in turn, utilise international networks for research, funding, marketing and distribution."

In the background of the international environment there exists a rapidly evolving regional and global trade agreement context. Historically, and alarmingly from the perspective of reliance on international markets, New Zealand businesses have been relatively disengaged from the trade policy process. This stands in stark contrast to other countries in the Asia Pacific Region where the business community drives the national trade policy position. The ARED Strategy spells this out clearly in the terms of challenges faced:

“Regional and global trade arrangements are becoming more important and will have a strong impact on trade flows. The Auckland region must respond effectively to changing international trade arrangements. Trade success for the Auckland region in Asia Pacific will require the development of a strong regional voice and an internationally recognised portfolio of successful business sectors.”

Complementary to the understanding of international markets is the knowledge of the regional trading environment. Currently, New Zealand has a number of existing bi-lateral trade agreements and is engaged in negotiations to develop others, i.e. a Free Trade Agreement (FTA) with China. Similarly, New Zealand is party to significant multilateral discussions, such as at the World Trade Organisation (WTO) and the Asia Pacific Economic Cooperation (APEC). Such trading agreements are only useful to the business community if they are actively engaged with the development and/or are aware of the potential opportunities these agreements create. Historically, the business community has required assistance in engaging with this process.

With adequate in-house resources, large New Zealand firms usually have no problem engaging with the global economy. However, small and medium enterprises (SMEs) often lack the necessary time and/or resources to do so effectively. SMEs therefore require external assistance and encouragement. A large proportion of New Zealand businesses are SMEs, which is also true for Waitakere. There exists a well-documented argument for local assistance to private firms, as enhanced economic activity also represents a public good – hence, the creation and valuable activities of Waitakere Enterprise (WE).

SMEs often fall through the gaps when it comes to obtaining assistance from national agencies. This can be due to a particular business being involved in areas of commercial operation outside of national agencies’ focus; the business being unable to afford to purchase the services from national agencies; the business being classified by national agencies as having limited potential for success; or the underlying issue that, with limited resources, national agencies cannot assist every business in New Zealand. Whatever the underlying reason, niche commercial products and services operating domestically often translate into significant business when operating in international markets.

Consequently, a platform of assistance needs to be provided from local sources for local businesses. The most effective way of delivering this assistance is via local economic development agencies (EDAs), which have a detailed understanding of the local business environment, and thereby are able to deliver a suite of tailored support services.⁶ Resulting EDA activity, designed to assist local business engage with the global economy, can be greatly assisted via an active and coordinated plan of action with the international programmes of associated city governments.

Similarly, local government initiatives in the international environment are able to focus on the inwards investment needs of its local economy, as well as local tourism and education promotion.

⁶ Particular in conjunction with web-based promotional strategies.

Current Activities

The basis of Waitakere's relationship with Ningbo is that of mutually beneficial economic development. Generally, with Chinese sister cities the economic dimension has usually been the focus from the outset. Driven by a mix of business awareness regarding the size of the Chinese economy, in tandem with the Chinese expectation that commercial opportunities are an integrally natural part of any relationship, Waitakere has developed a programme designed to leverage the Ningbo relationship to assist local businesses engage with China's market/economy. Starting in 2006, the Council has worked with Waitakere Enterprise to develop trade missions to China. This has entailed participation at the Zhejiang Trade Symposium, which is a province-wide trade fair held in Ningbo. The emphasis has been on supporting the local education and marine industries, but also providing opportunities for regional tourism promotion. Significant outcomes of this activity have been the subsequent relationships formed at the industry level – Nottingham University (China Campus) with Unitec, as well as Waitakere's secondary schools participating in sister school discussions with counterparts in Ningbo.

As an example of a niche activity, and an activity that has historically fallen outside the priorities of associated national agencies, Waitakere has taken a leading role in facilitating film industry initiatives in China and Korea. This has resulted in the development of industry knowledge and relationships sufficient to foster co-productions. A film industry trade mission visited Shanghai, Beijing and Seoul (Korea) in June 2007. Waitakere is working very closely with national government agencies in order to combine resources and extend possible outcomes. Similarly, Waitakere is working closely with the regional group Film Auckland. Waitakere has brokered the signing of industry to industry cooperation agreements between Film Auckland and its counterparts in China and Korea. As a result of previous activity a number of co-productions are now at various stages of development.

In order to foster offshore networks and expertise, Council and Waitakere Enterprise have become members and actively participated in bi-lateral business organisations. Waitakere is currently a member of the ASEAN New Zealand Combined Business Council (ANZCBC) and has hosted visiting delegations, including a delegation of the associated New Zealand-based ASEAN Ambassadors. Waitakere is also an Executive Committee member of the New Zealand China Trade Association (NZCTA) and a member of the Korea New Zealand Business Council (KNZBC).

In line with the Council's growing expertise and networks in the international environment, the business community is requesting specific assistance to link with international markets. "Soft information", such as an in-market contact(s) for advice on local conditions and/or networks is often requested. Similarly, requests for business assistance and/or local connections are increasingly being made from offshore, particularly as Waitakere's profile is increasingly known abroad. A central element of the International Relations Framework is to position Waitakere's brand specifically in areas of value to the region's industry, such as the marine, film, education and wine industries. Consequently, stimulating a high level of industry interaction is leading to key industry-to-industry relationships.

A less targeted tactic for developing economic linkages is the hosting of inward civic and/or trade delegations. Although some delegations have proven to be of negligible direct economic value when managed passively, a more strategic and structured approach would lead towards the enhancement of productive outcomes, while simultaneously saving resources (refer Civic Section below). Waitakere hosts approximately 8 trade missions from China per year, as well as few from other (mainly Asian) regions. Recent education missions from China have been at the request of Waitakere, and in support local school strategies for creating sister school relationships.

Waitakere has entered into a programme with Huntington Beach to leverage its Main Street Festival for the promotion of Waitakere and New Zealand's business community. The event promotes the Food & Beverages, Tourism and Education industries.

Future Activities

Film trade missions to Ningbo/China, Korea and Galway are planned for 2008. Such activities will build on recent central government and industry trade policy initiatives, as well as support the Henderson Valley Studio and associated film industry support services.

Tourism, Food & Beverage and Education activities are planned again for Huntington Beach in 2008. Huntington Beach is also sending a large trade mission to Waitakere in late 2008.

Development of a strategic relationship with an appropriate Indian city⁷ based around economic opportunities with the film and education industries.

An opportunity exists for Waitakere to participate in regional trade policy fora. Such involvement would enhance the quality of eventual trade agreements via development of agreements complementary with Waitakere's economic development plans.

Explore potential relations with investment targets, such as the UAE.

⁷ Also entailing a Development Assistance and Civic objective.

OBJECTIVE THREE – DEVELOPMENT ASSISTANCE

Waitakere contributes to international development, environment, democracy and peace initiatives.

Introduction

The first two objectives of the International Relations Framework are primarily concerned with deriving benefits from strategic activities within the international environment. Objective three is concerned with the reverse situation – that is, the contribution Waitakere can/should make to the international community.

Definitions of “International Development Assistance” usually focus on the area of humanitarian assistance aimed at poverty alleviation. As important as that emphasis is, for the purpose of this International Relations Framework, the term ‘development assistance’ shall also encompass environmental (particularly as a function of sustainable development), promotion of democracy (local government) and peace initiatives. Peace initiatives, in the context of this Framework, shall also encompass human rights.

International development is about more than simply helping poor communities in developing countries. It is about enabling those communities to strengthen their ability to bring their own skills, resources and expertise to bear and to contribute to development, both locally and internationally.

There is a growing trend for cities to be involved in international developmental efforts. The underlying rationale for this includes the following:

- Historic links with sister cities in the developing world, particularly between UK and Africa.

“Local government is a key partner in meeting international development challenges. Local authorities are responsible for providing essential services to their communities and are unique in their community-based democratic mandate, providing a sustainable and accountable response to community needs. Authorities also play a crucial role in facilitating community, NGO, business and government partnerships within the framework of local development.

In the least developed countries, however, local government is being stretched to its limit. This is particularly the case in countries with rapidly expanding urban communities and rural areas that are beginning to fall into decline.”⁸

- An appreciation of corporate responsibility when involved in the international environment – being a good global citizen.
- To enhance goodwill among migrant communities.

⁸ Local Government Association (UK)

Waitakere has already progressed significantly down this 'development assistance' track through its commitment to Agenda 21:

Local to Global – We are committed to assuming our global responsibility for peace, justice, equity, sustainable development and climate protection.

A function of contributing towards international development is the form that assistance subsequently takes. In most cases, the form will be one of constructive and positive assistance and/or partnership. However, from time to time Council may disagree with the activities and/or policies of its international partners and/or their respective central governments. The disagreement could be of a type and/or level that spurs the Council to protest and/or break partnership.

Due to the diversity and complexity of associated issues, no strict rules can be put in place to adequately govern how or in what circumstances Council should protest, but it would be within the proper boundaries of a civic relationship to do so if deemed appropriate. The more important aspect is to have a robust process in place that reviews the complete range of possible reactions to any particular disagreement, and selects a course of action most likely to produce the desired result.

Current Activities

Waitakere has no existing civic relationship within the developing world. China is classified as a Lower Middle Income country based on Gross National Income (GNI) per capita (World Bank).

Although there is no current strategic focus on bilateral development assistance, Waitakere has historically transferred its eco city management and strategic plans to its sister cities in the developed world, as well as actively contributing to multilateral efforts, via participation at international fora. Multilateral efforts have concentrated on environmental and city management issues. Most recently, Waitakere is becoming active as an international Peace City.

Future Activities

Develop an active programme for appropriately communicating and assisting international partners to adopt/adapt local policy for development, environment, democracy and peace initiative(s) progress.

Establish at least one civic relationship within the developing world and explore potential links with the Pacific Islands.

Ongoing involvement with international development organisations and fora, set within a strategic framework.

Commitment to the United Nations Millennium Development Goals – a set of global targets aimed at halving world poverty by 2015. The goals include targets for tackling hunger, lack

of education, gender inequality, poor infant and maternal health, HIV/AIDS and environmental degradation, promoting long-term sustainability, and establishing a 'global partnership for development'.

OBJECTIVE FOUR - CIVIC

Waitakere is positioned and branded as a thriving, sophisticated and multicultural Global City.

Introduction

Cities are becoming increasingly aware that they now operate within international investment, tourism, immigration, education and labour markets. Consequently, cities are planning to compete for international resources in order to sustain their respective economic development agendas. The most notable proponents of this trend that are within Waitakere's geographical footprint are Melbourne, Christchurch and, closer to home, North Shore City. All these cities are in the process of upgrading their respective international operations in line with a global positioning strategy.

Similarly, central government trade and diplomatic agencies/posts are very supportive of cities taking an increasing interest in international issues (Track II Diplomacy). This interest is seen as augmenting central government (Track I) trade and diplomatic strategies. Resulting activities are most effective when local government strategies and activities are coordinated with central agencies. Important aspects of local government international activity are the seniority and regularity of contact:

The Mayor is critically important. The Mayor needs to connect well with his or her counterpart. This doesn't mean having a good letter exchange, or a visit, or a couple of phone calls. It means developing a relationship over time. This is especially important in Asia, where relationship can be more important and binding than contracts! My advice to mayors is to treat your counterpart like an important ally on the council or in the community. Maintain regular contact, visit on a regular schedule and when you are together put effort into ensuring your counterpart is well-treated. This will create an environment where you can make requests more readily and where you may well be offered opportunities that wouldn't otherwise be forthcoming.⁹

In order for Mayoral support to be most effective, a parallel staff effort must be made in the area of relationship management. A concerted effort behind a clear and strategically appropriate message, will communicate the image/brand the city would like to portray to the international community. Currently, city promotion via international connections is done passively and an opportunity exists to proactively promote Waitakere and our brand to the international community.

Waitakere is already part of the international community with a healthy level of brand recognition, particularly around the eco city initiative. Consequently, there exists a level of expectation from other cities and international agencies that Waitakere will continue to operate in a sophisticated manner, consistent with international norms. However, in many

⁹ Speech by HE David Taylor to the 2004 Sister Cities Conference – "Sister Cities – Business Elements in Sister City Relationships."

cases, other cities have much higher levels of resource and organisational investment in their international programmes. This can make it difficult for Waitakere to meet expectations of the international civic community. Such a dynamic increases the importance of careful strategic planning and relationship management within the available resource constraints.

Another important aspect of civic linkages is the opportunity to promote institutional learning and capacity building. Strategically managed and structured, such arrangements can substantially augment city capabilities, while simultaneously providing a substitute for more expensive alternatives, such as hiring consultants. Linkages of this fashion might be city to city or with a local government representative organisation.

Current Activities

Waitakere has hosted many international delegations. Some of these delegations have been invited, but an increasing number have initiated the contact and solicited support from Waitakere. Council has also hosted foreign ambassadors and industry representatives.

Waitakere is well advanced in its international recognition as an eco city. More recently, the city has adopted the position of being a Peace City. These commitments represent important messages that not only represent the brand(s) of the city, but are also important global messages significant to international development themes.

Council operates staff exchanges with its sister cities. These exchanges are important mechanisms for building institutional knowledge and relationships in order to develop best-practice strategies and enhance the organisational capability of city. Historically, such exchanges have been driven by individual departments in accordance with respective departmental objectives.

Council has also played a significant role in the international community via its role in international agencies, such as the Commonwealth Local Government Forum where Council hosted delegations and contributed to associated conferences. Similarly, Waitakere has contributed to the Mayors for Peace programme. Such activity provides another important international linkage for Waitakere brand promotion.

Future Activities

In order to maximise effectiveness of interaction with inward delegations, an associated hosting criteria, activity programme, staff roster and payment structure (refer Table 2) could be developed. Along with providing another revenue stream, such a structure would also ensure cost savings via the avoidance of duplications of effort, as well as culling out delegations of limited value (or responsibility) to the city.

A coordinated departmental staff exchange procedure could be developed that ensured travelling staff were also aware of organisation-wide and/or relational objectives. Such a programme would maximise benefits to the city through greater efficiencies associated with staff exchanges.

Table 2: Delegation Hosting Payment Schedule

<p>Council Visit: includes Waitakere Central Tour and generic Council presentation</p>	<p>\$120/hour Minimum charge \$120.00</p>
<p>Site Visit: Escorted tour to any pre-requested Council facilities including presentation and handouts from on-site staff.</p>	<p>\$180/hour Minimum charge \$180.00</p>
<p>Technical Visit: Briefings on the Council's technical services, such as administrative reforms, city planning from expert staff.</p>	<p>\$250/hour Minimum charge \$250.00 Plus \$60.00 programme administration fee</p>

A programme for expanded linkages with other cities and/or international agencies could be developed, for example possible involvement with the Great Wine Capitals Global Network or International Council for Local Environmental Initiatives. Such participation would need to firstly be set within the context of strategic plans, and subject to associated cost-benefit analysis.

Greater utilisation if the sister city relationships could be harnessed to promote the Waitakere brand. For example, promotional material displayed in the council premises and improved linkages to respective websites. Regular contributions could be made to local newspapers and radio broadcasts. Such activity would result from a coordinated activity plan developed for each respective sister city.

Arrange staff exchange for Huntington Beach official to visit Waitakere, particularly to research the opportunities for Huntington Beach businesses.

Explore strategic potential of Parramatta and Rochdale relationships.

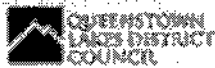
CONCLUSION

Globalisation is an expanding and deepening process that provides opportunities to promote the achievement of community, economic, developmental and civic objectives. However, such opportunities are only taken full advantage of via proactive, targeted and sustained engagement with the international community. Council has an important role to play in fostering and facilitating this engagement.

The adoption of a strategic framework for directing Waitakere's international relations programme will ensure resulting activities support and enhance the city's foundational objectives and vision. The International Relations Framework will also ensure maximum efficiencies are reached through the targeted focus of resources on strategically prioritised activities. It will also prevent duplication and/or diffusion of effort through lack of adequate management and coordination of independent initiatives.

**This playground
contains fresh
Lakes District air**

Please do not smoke in
our playground



**THIS PARK
CONTAINS FRESH
HASTINGS AIR**

**PLEASE DO NOT SMOKE
IN OUR PARKS**

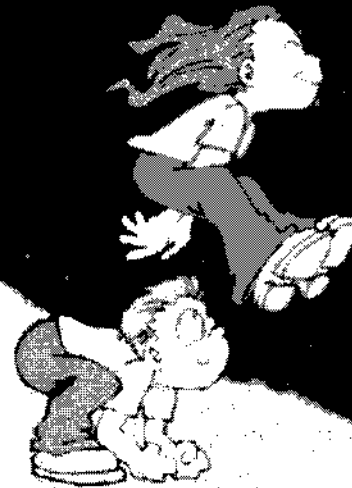


SMOKE FREE

This park contains fresh
Tairāwhiti air.
Please do not smoke
in our parks.



**HEY BIG PEOPLE
We copy what
we see ...**



**So keep our playground
smokefree**



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