

Greenprint



Waitakere

February 1999

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MAYOR'S MESSAGE

Our destination is a new city. The Greenprint is our map.

Waitakere City, in 2010, will fit more closely within its island geography, its wilderness setting - the ranges, the Tasman Coast, the Manukau and Waitemata Harbours.

Signs of achievements are visible now. Victories against predators - possums, weeds and other destroyers - bring new hope for threatened native plants and wildlife. Town centres - old and new - are being reshaped by the extension of bush areas along streams and valleys, a network of green down into the urban area. These centres, through redesign and community based plans, will see a greater varieties of activity - more street life as housing intertwines with the shopping and business areas.

Many more people will use public transport and will find their employment in Waitakere - a sustainable city where community life is vital and the environment uncompromised. For the young - and the more mature - needs for education, health, cultural and social life will be met within the City. Fundamental needs - like water, housing, social life will be met locally and the consequences of modern city life such as waste disposal, managed with minimal environmental damage. Sustainability is our destination. Our commitment is to ensure Waitakere has a future - that your children and mine can live safely in this land, in this environment.

We start from now, from ways of life we know to be unsustainable. The problems are too many to list. Our communities are fragmented, too spread out. Journeys from home to work, school and services are long, making ours a car dependent society. While the car will be with us for a long time, cheaper more accessible means of getting about are needed, whether by rail, bus or bike. Part of the answer is drawing town centres and housing closer together, to reduce travel time, environmental pollution, traffic damage and costs, and to create more work, more action locally. Our natural environment is under threat from pests and from us. These challenges we will meet through developing long term plans with residents of the coastal areas and Ranges, through the West Coast Plan. People will be able to visit and enjoy these wilderness areas without compromising their future.

Our efforts will go into reshaping urban centres, to achieve great intensity and vitality and to provide a basis for making public transport viable. These will be the urban villages, the human hand print of a revitalised city. In the suburban areas, families will continue to enjoy lifestyle choices. Initiatives to raise the quality of neighbourhoods will occur - better access to the green network, public parks, to local services and centres.

The Greenprint shows what needs to be done to move from here to the sustainable communities of the future. We have taken steps towards this goal in our approach to water supply, to town centre revitalisation at Titirangi and Henderson, to advocacy over health and social services, to promoting arts, to negotiating limits to urban expansion with communities on the edges of the Ranges.

To advance the Greenprint we need your help. You can be part of local projects to plant streams and shorelines. You can join the trend to green business by introducing cleaner production methods or starting up a new enterprise. In your own area you can contribute to safer friendlier communities.

Your ideas on the Greenprint are welcome - and your contribution to making the future happen more so.

Welcome to Waitakere eco-city - your city in the making.

Bob Harvey
MAYOR of WAITAKERE CITY

THE CHALLENGE OF CHANGE - CEO'S STATEMENT

Council has determined to make Waitakere a more sustainable City and to take recognisable steps towards that objective by 2010.

There is an irrefutable logic to stopping practices which damage the social and natural environment. However, when those unsustainable practices are interwoven with everyday life then the challenge of change becomes evident. Among these practices are the mainstream businesses of local government, namely roading, subdivision, building controls, water, wastewater and stormwater. Critical to reversing these trends is the unlocking of these resources and their reallocation to activities, regulatory practice and building codes which create the new infrastructure, the building platform for Waitakere eco-city.

For the organisation there are four major challenges:

First is to maintain the services and activities residents require to live their lives now.

Second is to determine the assets, services, activities and therefore investment required by the City to move towards the new urban forms and wilderness conservation strategy.

Third involves reshaping the City's resources, especially its organisation and staff to support the Greenprint direction.

Fourth requires determining where opportunities/responsibilities lie for creating and funding the future and where the responsibility lies with the City, how the investment programme should be staged, directed and sourced.

The ruling commercial philosophy of the market place discourages the setting of concrete goals, particularly those involving significant change from the status quo. Across local authorities strategic planning on the whole is designed to reproduce more of the status quo - with a primary objective of managing the lumpiness of infrastructure investment. Council sees the status quo as unacceptable and while in the New Zealand setting Waitakere's approach is unusual there are parallels overseas especially in Melbourne, Portland, Seattle, and in the San Francisco Bay area.

Indeed, internationally a large number of (about 200) cities have committed to achieving sustainable development. There are models of success to follow. Part of the success recipe is predictable. It includes linking urban form and transport, using ecological criteria to set limits to urban growth and the criteria for the flourishing of wilderness areas and more natural methods of managing human impacts on the environment. It requires a mix of regulatory and advisory services, of direct investment in infrastructure, programmes and activities that line up with the overall strategy.

As the City has seen in the past 3 years, the time lag between a stance that runs against the mainstream and its acceptance is not necessarily long if the target and strategy has been correctly set.

Council's approach to achieving the objectives will of necessity combine the application of experience and accumulated knowledge, together with fresh, innovative, sceptical scrutiny of the status quo. While the cost of expenditure will reflect sound analysis of risk and opportunities, and careful evaluation to select procedures and programmes with a high probability of success, room must be created for a degree of experimentation. What works in Waitakere will work in other western cities. In the mid to long term the remaking of cities has been the foundation of economic life. The remaking of Waitakere will follow this course - and have the prospect of providing an opportunity to generate new products and services.

It has long been the role of the local government to create the environment for business, Council's investments over the next 15 years then, are a critical factor in making the eco-city happen.

There is much debate about how change of direction is achieved. The approach adopted at Waitakere is to set long term targets which signal a clear shift in the character of the City and then to set in shorter time frames, specific actions which move activities and environmental behaviour towards that objective.

The City has arrived now at a point where the goal and major strategies are sufficiently clear and the resource availability sufficiently predictable - that the modelling of the scenarios and financial options can be undertaken in a meaningful way. A great deal of effort has gone into detailing the building blocks, and more needs to be done, particularly with regard to infrastructure assets. However, it is my expectation that the financial requirements to carry the strategy beyond a three year programme will be completed in the next financial year.

MISSION, GOALS AND PRINCIPLES

Waitakere

eco-city

SUSTAINABLE

DYNAMIC

JUST

principles:

open honest communication

responsiveness

accountability

partnership

innovation

excellence

integrity

**TE WHAKATAKANGA, NGA
TUHENGA NGA WHANONGA**

**Te Taiao o
Waitakere**

**Kia mau tonu nga tikanga
whakahirahira
tino rangatiratanga**

whanonga

Kia pono Kia ngawari

Kia mama nga wawata

Ko te whanau hei titiro

Kia haere Kotahi

Kia KamaKama

Kia tino ataahua

Kia haere totika I roto I te rangimarie

PART I

***THE CITY, THE COUNCIL,
THE VISION AND
THE PLAN***

WAITAKERE CITY

Waitakere is a City of diversity. Its key qualities include a unique natural environment; a diverse population; a rich historic, artistic and cultural legacy; and a strong existing business base with linkages to regional markets. An important part of progressing the City into the 21st century is drawing together these qualities into a diverse but coherent whole.

Waitakere, a stunningly beautiful City, is part of the Auckland Region, New Zealand's largest metropolitan area. It covers an area of 39,134 hectares, stretching as far north as Brigham's Creek and Rodney District and as far east as the Whau River and Auckland City. To the west, it is bounded by the rugged West Coast and the Tasman Sea, and to the south by the Manukau Harbour.

The City's landscape is dominated by forest and sea. The magnificent Waitakere Ranges provide an important recreational resource to the entire region. They are a major source of the region's water supply and are valued simply for their presence. Waitakere is a coastal City. Its coastline varies from the rugged and wild beaches and cliffs of the West Coast to the sheltered reaches of the Upper Waitemata Harbour.

The region's human history dates back many centuries. The original inhabitants of the area were Te Kawerau a Maki. Later, following European settlement, the Ngati Whatua people established themselves in the area. European settlement of the area began in the 1830s, when people were attracted to the area for timber milling, kauri gum digging and flax milling. Many of the immigrants were from Yugoslavia as it was known then. Waitakere still has one of New Zealand's largest Croatian communities. In 1842, the largest and most modern timber mill in New Zealand was established at Duncan Bay. Brickworks and pottery industries followed, particularly in the New Lynn area where the relics of these industries can still be seen.

Farms were also established - initially in the lowlands around the villages of New Lynn, Glen Eden, Henderson, Swanson and Waitakere. Farming took place over much of the Waitakere ranges for a period. The most common rural activities were pastoral farming, orchards, market gardens and vineyards.

The population of Waitakere City has increased rapidly since the Second World War. This increase was encouraged by government housing policies and the opening of the North Western motorway in the mid 1950s, which provided easy transport links to workplaces in Central and South Auckland from a pleasant residential setting adjacent to the Waitemata harbour. Immigration from the Pacific Islands in the 1950s and 1960s and later from Asia, became significant factors in the City's population growth. More recently, the high birth rate in Waitakere City has meant that natural increase (an excess of births over deaths) has outstripped immigration as the main component in the City's population increase. This growth has resulted in an ethnically diverse City with a young population relative to most other parts of New Zealand.

With the more recent population increases, small scale manufacturing industries and servicing industries have started up within the City. Even so, population growth in the City has occurred at a faster rate than growth of the economic base. This has meant that more than half of the City's work force now commute out of the City each day to work, mainly to jobs in Auckland City.

WAITAKERE CITY COUNCIL

Traditionally, as soon as a number of people came to a given area, a form of government was set up. This was done for several reasons, one of the most important being the protection of individual and community rights.

Local government is the closest level of government to the people. In Waitakere City, this is Waitakere City Council, one of 15 City Councils formed under the Local Government Act 1989 (LGA). It was formed from the amalgamation of the Waitemata City Council and Glen Eden, Henderson and New Lynn Borough Councils.

Waitakere City Council consists of 41 elected members (Councillors and Community Board members and a Mayor). These people are the primary link between the Council organisation and the community it represents. Councillors make policy for the Council, that is, they decide what activities Council should be undertaking and how these should be funded. The Council employs a Chief Executive, who is responsible for putting these policies into operation. The Chief Executive employs approximately 600 staff to implement Council's policies and provide a wide range of services.

Community Boards provide strong links to their local communities. It is their responsibility to consider matters which Council refers to them, and to overview Council's major activities including local road works and traffic management, water supply, sewerage and stormwater drainage, parks, recreation facilities and community activities.

Council has responsibilities for all aspects of the City. Some of these are core responsibilities under legislation, others are responsibilities arising from the direction the City has chosen to move in. Council is responsible for the City's:

- **Economy**
promoting businesses and the jobs they provide for people;
- **Environment**
safeguarding its life-supporting capacity and protecting it for present and future generations;
and
- **Society**
ensuring the City remains a safe, healthy and enjoyable place for people.

It is also responsible for many of the interactions between these three components.

In February 1993, Waitakere City Council set a bold new direction. It became an eco-city, adopting the mission statement **Waitakere eco-city** and 3 goals - **sustainable, dynamic** and **just**.

ECO-CITY AND AGENDA 21

As part of becoming an eco-city, Council committed itself to implementing the goals and programmes proposed in a document known as Agenda 21.

Agenda 21 is the outcome of the "Earth Summit", a United Nations conference held in Brazil in 1992. The conference was a response to growing awareness of environmental degradation and social inequities on a global basis. Agenda 21 is an agenda for the 21st century - to address these serious global problems.

Some of its key points are:

- providing a vision for the future;
- taking a holistic approach to sustainable development, including recognising the interconnections between people, the environment and the economy;
- having a long term perspective - particularly considering the impacts of our actions on future generations.
- taking a precautionary approach. It is better to heed on the careful side if we are not sure of the consequences of our actions;
- encouraging community-led initiatives in the areas of economic and social development, environmental protection, and community involvement in decision-making; and
- providing for partnerships - both between and within different sectors of society and nations.

While Agenda 21 has an international perspective, its emphasis is on changes which can be implemented at the community level. The document recommends that as the level of government closest to the community, local authorities should develop their own local Agenda 21 action plan. That is what the Greenprint is all about.

In 1993, Waitakere became the first New Zealand City to adopt Agenda 21.

By doing this, Council has taken the responsibility of ensuring that Agenda 21 becomes a pivotal point in all its decision-making. It has become responsible not only for ensuring that its practices are in line with Agenda 21 but for encouraging and helping other organisations, both within and outside the City, to adopt and implement these practices and processes.

COUNCIL'S POLICIES AND PLANS

THE GREENPRINT

Council's eco-city commitment is reflected in the City's direction for its future. The first important step towards achieving this vision was the adoption of council's Strategic Plan -*City Futures: Strategic Directions*, in 1993.

The draft Greenprint, adopted in 1994 was the next step. It identified the key changes required for Waitakere to become an eco-city and the actions Council would take. By working with the community to implement many of the policies and actions in the Strategic Plan and Greenprint, considerable progress has since been made in moving closer to the eco-city vision - this version of the Greenprint reflects that.

STRATEGIC PLAN

Figure 1 illustrates the relationship between Council's various policies and plans. The Strategic Plan sets a direction for the City over the next 5 to 20 years. The Greenprint as an extension of the Strategic Plan is also an overview document but provides more detail about how the eco-city vision is being achieved.

FINANCIAL STRATEGY

The Financial Strategy spells out what Council needs to spend over the next 5 to 20 years to achieve the eco-city vision. Changes to the Local Government Act currently being considered will require all councils to have at least a ten year financial strategy in place to ensure greater financial accountability to ratepayers.

Waitakere City Council is currently in the process of preparing its Financial Strategy. Before the Financial Strategy is completed Council will need to make more decisions about its priorities. While the Greenprint identifies key actions Council will undertake, further work is still required to determine the best sequence. Public input is sought on what Council's priorities ought to be.

COUNCIL'S ASSET MANAGEMENT PLANS

Plans for managing the major assets owned by Council including parks, water supply and drainage systems, and transport related assets (including roads, footpaths, bus shelters etc.) - are currently being prepared. These plans will put in place regular cycles of maintenance for each asset to ensure its value is maintained. They will also identify where assets need to be developed to improve the level of service they provide - for example to cope with a growing population.

It is critical to ensure that Council-owned assets are developed in a way that is consistent with, and reinforces, Council's strategic direction. For example, Council's policy to encourage new residential development inside the current urban area - particularly near town centres - suggests that Council is unlikely to extend its roading network outside the urban area but will focus on improving the existing network to increase accessibility to town centres (for pedestrians, cyclists and motorised transport).

Because maintenance and development of these key assets accounts for about 60% of Council's total expenditure the Asset Management Plans are a critical input into the Financial Strategy.

ANNUAL PLAN

Finally, the Annual Plan sets out the activities that will be undertaken by Council each year, and allocates funds to these. While it focuses mostly on the upcoming year, it has a 3 year time horizon. Council's strategic policies are implemented to a large extent through the Annual Plan. In other words Council's Strategic Plan and Greenprint, as well as its more detailed policies will determine what Council commits to each year's Annual Plan.

The Greenprint guides the development of other policies and plans which detail how the eco-City vision impacts on every aspect of Council's operations and activities. Many of these policies and plans overlap - or have implications for each other. By providing an integrated framework for the development of policies and plans, the Greenprint ensures that Council takes a consistent approach towards achieving its vision.

For example, the recently notified District Plan sets out in detail Council's environmental policy and objectives and includes a set of rules that will assist in achieving these objectives. But strategies, such as Council's Solid Waste Management Policy, Water Cycle Strategy and Green Network Strategy will also contribute to environmental protection through other methods, for example by providing information and incentives to influence people's behaviour. Council's draft Leisure Strategy addresses a particular aspect of Council's responsibilities - community wellbeing - but also has important implications for other areas.

Parks, for example, provide valuable leisure opportunities but they are also important environmental assets. Similarly, the Tourism Strategy focuses on how the City can maximise the economic benefits of tourism to the Waitakere at the same time ensuring the protection of the environment from the impacts of tourism. The Greenprint will help ensure these many connections and overlaps are recognised and that we don't lose sight of the 'big picture' when developing the detail.

ECO-CITY: WHAT DOES IT MEAN?

Since Council adopted its mission statement there has been a lot of interest, enthusiasm, and good ideas about how to become an eco-city. There have also been a lot of questions such as:

“What does eco-city mean for us?”

“What does sustainability mean for us?”

“What will an eco-city be like?”

Eco-city and sustainability means real actions such as:

- reducing waste through activities such as using less packaging and recycling;
- enjoying art, culture and leisure activities;
- conserving water;
- building more energy efficient housing;
- working locally and buying local products;
- reducing car use;
- living in strong caring communities;
- finding new technologies to reduce pollution and resource use;
- protecting our natural environment through initiatives such as planting more trees and cleaning up waterways;
- having access to more information, and learning and understanding more about our environment and our heritage.

Eco-city is about recognising the importance of all these links and about *harmonising* social, economic and environmental goals. It is about simultaneously striving for social wellbeing, and environmental quality, and economic development.

Some of these actions require people to make quite major changes. To be willing to do so, people must understand why they are needed. This will require major mindshifts and changes in attitude for many people.

New attitudes and approaches include the need to recognise that economic growth, environmental quality and social wellbeing must be viewed as *complementary*. The more traditional view that there are *trade-offs* between these three areas - for example that economic growth can only be achieved by accepting a certain level of environmental degradation - is outdated. The huge potential for “win-win” outcomes has long been realised by corporations such as the “Body Shop” which, while making substantial profits, is also driven by its social and environmental agendas.

The complementary relationship between social, environmental and economic goals requires that the following must be recognised:

- job losses can result in higher welfare, crime and health bills *reducing* economic wellbeing;
- short term unemployment can turn to long-term unemployment as people lose self esteem and morale;
- social wellbeing is not just about economic wealth - its also about job satisfaction, recreation and leisure, cultural identity, personal relationships, environmental quality and health;
- continued economic growth depends on the availability of resources. If resources are depleted or the environment is degraded, economic growth will be reduced in the long run; and
- spending money on cleaning up the environment reduced economic wellbeing

The processes by which decisions are made, the values we hold, and the things we choose to value will determine the future of our City. Eco-city is about encouraging values and putting in place processes which will assist Waitakere City in reaching its goals of being a **sustainable dynamic** and **just** City.

Each of these goals can be applied to the three aspects of the City - environment, economy and society.

A SUSTAINABLE WAITAKERE

ECONOMY

A sustainable economy is foremost about taking a long term view and realising that caring for the environment makes good economic sense. In some cases this will require quite major changes to the way goods are produced - such as using renewable resources and energy sources; using less packaging; producing goods which are biodegradable; producing goods which last longer; generating less waste in production processes; and reusing waste. Businesses which are already making these changes often find that they can save money even in the short-term - for example through lower energy bills.

For a City such as Waitakere, sustainable economy is about people being able to satisfy more of their economic needs locally and businesses doing more of their business locally. It's about businesses which gain their competitive edge from Waitakere's eco-city vision and can respond to the opportunities the City offers.

SOCIETY

A sustainable society cares. It takes responsibility for the wellbeing of its members, of future generations and of the environment. It is adaptable to economic, social, political and environmental change.

In a sustainable society, everyone is able to take part in work, leisure and decision making. A sustainable society places a lot of importance on health and safety. Co-operation - in sharing ideas and information, making decisions and achieving common goals is encouraged.

ENVIRONMENT

A sustainable environment is becoming an increasingly familiar phrase and is the basis of New Zealand's Resource Management Act. It means ensuring that the environment can continue to support the huge range of life (human and non-human) it currently supports. It also means managing the environment in such a way that it is available for our children and their children - to use and enjoy.

Sustainability is about 'staying within limits'. The environment is quite adaptable and tolerant to the impact of human activity. Many resources such as wind, sun, forests and fish are *renewable*. The environment is also able to absorb a certain amount of pollution and waste. Often we don't know exactly what limits we must stay within, therefore we must be careful. This is sometimes called taking a *precautionary* approach - or a 'no regrets' policy.

A DYNAMIC WAITAKERE

ECONOMY

A dynamic economy has a diverse range of businesses - large and small, corporates, family owned, community enterprises, and self employed - producing a variety of goods and services. A diverse economy is better placed to adapt to change and to take advantage of new opportunities. It is also more robust - less affected by the boom and bust cycles which have dictated our cities' economic fortunes in the past.

As well as being diverse, a dynamic economy will tend to have "clusters" of businesses specialising in areas which reflect local strengths. Businesses producing similar or related products tend to interact with each other - as suppliers of goods and services, as competitors, and as partners in joint ventures or research. Businesses benefit from these interactions and the economic base is strengthened. Business clusters are also efficient in other ways. For example they can reduce the need to travel. Waitakere's business clusters are likely to include tourism and leisure industries, and food and wine industries. The City also has clusters of businesses which serve their local communities.

Entrepreneurship and innovation are essential to a dynamic economy. Industrialisation was brought about by innovation in production processes. More recent innovations have been *product based* and have focused especially on producing new and better consumer goods. Innovations leading up to the 21st century are likely to be *process based* once more - but this time they will be focused on (often smaller scale) technologies which achieve energy savings, reduce pollution and so on. The other recent area of innovation has been in computing technology which allows information to be transferred across the world.

SOCIETY

A dynamic society is interesting, exciting, colourful and varied. Differences between its members are valued and encouraged. People are challenged to explore new ideas and new ways of doing things. Achievements are recognised. Arts and culture, festivals and celebrations, play an important part in a dynamic society, giving everyone the opportunity to participate and contribute.

While valuing differences, a dynamic society also promotes a sense of belonging of identity and recognises the importance of its heritage.

ENVIRONMENT

A dynamic environment undergoes a constant process of change as a result of both human and non-human forces. This capacity for change is good because it means that the environment can adapt to many of the strains and stresses placed on it.

The environment is very diverse. It includes a huge range of plants, animals, soils, landforms, landscapes, minerals and other resources. It is this bio-diversity which enables ecosystems to function and survive, therefore it is very important that bio-diversity is maintained. Loss of species can result in ecosystems breaking down and the environment losing its ability to adapt.

People are an important part of the environment. The interaction between people and the rest of their environment is also important. A dynamic environment involves people - enjoying and learning about their environment - while respecting its limits.

A JUST WAITAKERE

ECONOMY

A just economy recognises the importance to the City and its people of both paid and unpaid work by giving equal status to each. In a just economy, people have the opportunity to use and enhance their skills in a variety of work. Equally important, however, is the need to be able to balance work with other activities. The late 1980s and early 1990s have seen rapidly rising unemployment, yet at the same time, many people are working longer hours. Both situations are stressful and can threaten mental health.

Legislation preventing discrimination in the work force - on the basis of age, ethnicity, gender, sexual orientation and disability, has increased opportunities for some. More flexible work arrangements, such as job sharing, make it easier for many people, especially women, to work. Arrangements such as these are likely to become more common, particularly as the four day working week grows in popularity.

A just economy is also about breaking down the barriers that prevent people starting up businesses - such as lack of knowledge about how to run a business, or difficulties in getting access to finance.

SOCIETY

A just society at a minimum ensures that people's wellbeing is not determined by their wealth, by giving everyone access to basics such as healthcare, education, leisure opportunities and a reasonable standard of housing. It recognises the need to ensure that minority groups are heard, that the special rights and interests of tangata whenua are recognised and that obligations under the Treaty of Waitangi are fulfilled.

But in an eco-city a just society means more than this. It accommodates differences in needs between its members and gives everyone the opportunity to fully participate in all aspects of society including work - paid and unpaid, and decision-making. This means that it must be flexible, prepared to listen, and provide people with the information they need to make decisions.

A just society also promotes individual freedom. However, with this freedom comes responsibility - to other people living now and in the future and to the natural environment.

ENVIRONMENT

A just environment is one in which everyone has the right to enjoy the environment and to certain environmental standards regardless of how wealthy they are. Free public access to beaches and to national parks are examples of the importance we already place on this. With these rights come responsibilities to ensure that our actions don't harm others - both now and in the future. This means recognising the sacredness of the living world and our responsibilities to all living things. An important aspect of this is that people are guardians of the environment rather than owners. The Maori attitude towards the environment and its resources sums this up with the word kaitiakitanga meaning stewardship or guardianship. A just environment means recognising this special relationship of tangata whenua with their environment, and their rights and responsibilities in relation to the Treaty of Waitangi.

WHY IS WAITAKERE CITY BECOMING AN ECO-CITY?

The short answer is because there is no viable alternative - Waitakere, along with the rest of Auckland, New Zealand, and the world, will have to adopt sustainable practices to enable human survival. The 1994 water shortage - which may have been a result of climate change rather than a 1 in 100 year drought - is an example of the type of problem likely to face us increasingly, and on a much bigger scale. There is a limit to which solutions, that are energy, resource, and money hungry, will be able to solve these problems. Alternatives will have to be found, such as changing lifestyles and adopting new technologies with much lower environmental impacts.

There are a number of reasons why Waitakere City is benefiting from making changes sooner rather than later.

- Waitakere City is becoming a national and international leader of change. In 1993 Waitakere became the first City in New Zealand to adopt Agenda 21 and the eco-city mission statement. In doing so it joined a small number of cities world wide, including Vancouver, Seattle, and Manchester which have become part of the sustainable cities movement.
- Being recognised as a leader has many potential benefits including the ability to attract businesses involved in research and development of new, environmentally sustainable technologies. It also means that Waitakere has time to put in place sustainable practices gradually, whereas Cities which leave these changes until later may be forced to make changes at an unacceptably fast rate. Being a leader can also have some risks - we won't have as much chance to learn from others, therefore we are more likely to make mistakes, however with care, these can be minimised.
- Waitakere City is well placed to become an eco-city. It has a rich heritage and a diverse and magnificent environment which includes the West Coast beaches, the Waitakere Ranges, the foothills, the rural areas, a large network of streams, and many other natural and landscape features.
- Waitakere City's people are also well-placed to adopt the eco-city vision. Waitakere City residents have a very strong commitment to the City and many will live here all their lives. The City is not as wealthy as some parts of the Auckland region but in many ways this is an advantage - its people are perhaps less addicted to "consumerism". Eco-city is an opportunity to turn the sometimes negative image of the "wild west" into something very positive.
- While Waitakere has plenty of strengths which provide unique opportunities, it is also facing a number of threats. A few examples include:
 - an economic base too small to provide adequate employment opportunities;
 - pressures on ecosystems, native vegetation and wildlife from weeds and pests and fragmentation of native forests;
 - high domestic crime levels and an unacceptable number of preventable road accidents;
 - the only major urban area in Auckland without a hospital offering the full range of health services;
 -

- an urban environment which has become fragmented and sometimes unattractive, and stands in stark contrast against a magnificent natural and rural setting; and
- pressures to urbanise many rural areas which would result in the loss of the green, open, spacious feel that these areas are valued for.

Eco-city provides the challenge to apply creative and innovative solutions to cope with these threats. A good example is the City's ability to accommodate population growth. Waitakere City has been growing rapidly and the pressure for growth is likely to continue. In the past most growth has been accommodated by extending the urban area - to the north and west. This pattern of development has happened throughout the Auckland region and is known as "urban sprawl". For many environmental and economic reasons, continued urban sprawl is not sustainable. Yet the City wishes to continue to accommodate growth - especially as many new households in the City are formed by people who were born and grew up in the City and who want to stay here.

To accommodate these people requires a new pattern of urban development with more people living within the existing urban area. Designed and managed carefully there are many advantages from this type of development. These issues are fully investigated in the Key Focus Area, **City Form and Design**.

To sum up, eco-city is an opportunity for Waitakere City to become a leader, to enhance its image and to find innovative solutions to the constraints it faces.

WHAT WILL WAITAKERE ECO-CITY BE LIKE IN THE FUTURE?

The following is a description of what Waitakere City could be like in 10-20 years. It's only one possibility - there are many others. Eco-city is not about a pre-determined future. It's about the values, principles and processes that will help create a sustainable, dynamic and just future.

In the first draft of the Greenprint this section generated a lot of discussion. Some people felt very comfortable with it while others found they did not respond well to certain images. The most important point to note is that an eco-city will be diverse and varied and will be able to accommodate a huge range of choices, preferences and cultures.

The City's population will continue to increase for some time yet but instead of building new housing on the edge of the urban area, some will choose to live in apartment style buildings around centres such as New Lynn, Henderson and Glen Eden. They will choose to live here because they work close by, or because they can walk to the local railway station, or because they enjoy living near the bustle and vitality of shops, restaurants, entertainment and other people.

Their apartments will be designed to maximise energy efficiency - and they may collect rainwater and use solar energy for heating and hot water. They won't have a large garden but they will have their own private veranda or patio and they will share a common "green area" with their neighbours.

The apartment blocks they live in will not be linked up to the City's central sewerage system. Instead there will be composting toilets. Water from the kitchen and laundry will be recycled onto the common "green area". Other apartments might be linked to small sewerage treatment plants which discharge onto an area of "urban forest" - which forms part of the City's green network of bush and native trees. The forest will benefit from being fertilised.

Most people will still live in established, conventional housing but they will also be concerned about energy efficiency and will be retrofitting their houses to reduce energy use and make greater use of renewable resources. Many people who own property that borders the City's green network will have chosen to link their property to the network by covenanting existing bush or planting native trees.

Waitakere's economy will be more self-sustaining. Waitakere will no longer be seen as a dormitory suburb of Auckland but will be recognised as an economic entity in its own right. More people will shop and eat out locally. There will be more local jobs as the local economy grows and becomes a leader in industries such as:

*production of wine and organic food;
leisure and recreation - including boat-building, tourism and restaurants selling local produce;
environmentally friendly technology which enables households and businesses to conserve energy, switch to renewable sources of energy, recycle more and produce less waste and pollution.*

These industries may be supported by a university or technical institute which specialises in developing and applying new technology and undertakes joint projects with local businesses. Local people will also benefit from the opportunity of training and gaining skills in these areas.

Computing technology will be an important part of everyday life. Computers will be able to 'recreate' the experience of shopping (without the hassle) and some people will choose to do their shopping from home. Internet, already used extensively, will become more popular enabling people to communicate with friends, family and people around the world who share common interests. More people will choose to work from home - supported by technology which removes many of the disadvantages this would have once implied.

Petrol will be much more expensive but there will be less need for people to travel - because they can walk or cycle to work, because they work or shop from home, or because the length of the trips they make is reduced - many people who used to commute into Auckland now work in their local

centre. There will be fewer cars and more public transport. Trains or light rail will be used for travelling longer distances - between New Lynn and Newmarket for example - while smaller buses and shared taxis will be used for local travel. These shared taxis, which pick people up and drop them off where they want to go, will provide almost the same flexibility as a private car but will be more economical.

Many people will work a four day working week, with more people working part-time in paid work and part-time as a caregiver in the home, or in another unpaid role. People will have more spare time and they will choose to spend more money on leisure and further education.

Town centres will be community focal points. They will be exciting places, not only visually, but because of the range of activities and facilities they offer. Each centre will have its own theme based on its local heritage. In Henderson the network of streams and the historic buildings - Mill Cottage, Falls Hotel, and Corban Homestead, will be emphasised. Libraries will be community information centres and meeting places and will be open more when people want to use them - on weekends and evenings. As well as traditional shops, the centres will incorporate open-air markets selling local arts, crafts and produce. Centres will frequently hold festivals and celebrations.

Local community and iwi groups will be much more involved in the City and the way in which it is run. They will start up community based enterprises, offer community health services, and be actively involved in looking after and cleaning up their environment. Education programmes in schools will ensure that children grow up understanding more about their environment and the importance of caring for it. Wasting resources or energy will be considered socially unacceptable behaviour.

Many people will be interested in Waitakere City and what it is doing - and the City will have to cope with a lot more visitors. The impact these visitors have on the environment will have to be carefully managed and monitored but, for the most part, the City will benefit.

PROGRESSING TOWARDS AN ECO-CITY

Waitakere is on its way to becoming an eco-city. Over the past 2-3 years considerable progress has been made towards key eco-city goals. The key focus areas in Part II of the Greenprint reveal many achievements but a summary of significant milestones includes:

- Decision to stop “urban sprawl” and to accommodate future growth inside the current urban area;
- Revitalisation of town centres making them greener, more people oriented and economically viable. (Significant progress particularly in Henderson and Titirangi);
- Strong partnerships developed with Te Kawerau a Maki and Ngati Whatua as tangata whenua of Waitakere City;
- Close relationships developed with communities in working through and resolving contentious issues such as the closure of the Kay Rd Balefill site;
- Notification of Proposed District Plan which identifies and protects Waitakere City’s environmental and heritage assets;
- Decision to create a Green Network which links the City’s natural environments running from the Waitakere Ranges, along the stream and road networks and across open space to the sea;
- A range of programmes provided by the Enterprise Board to assist small and medium sized business in the City;
- Strong partnerships developed with the community and with government to improve all aspects of community safety including road safety, domestic violence, and safety for women;
- Commencement of the Harbourview development on the Te Atatu Peninsular. The high quality residential development at the northern end of the site will incorporate many features of sustainable design and servicing and will be an important model for future residential development.
- Process of developing plans for the management of Council's major assets - such as water supply and drainage system, parks, transport network - well underway. These plans will ensure the maintenance and development of assets to deliver high quality services appropriate for an eco-city;
- Completion of a major study with the Auckland Regional Council aimed at improving the level of public transport services in Waitakere City;
- Huge reduction in household waste with 40% now reused or recycled; and
- Water use reduced by 30% City-wide during the 1994 drought, making expensive engineering solutions unnecessary. Ongoing commitment to sustainable water use.

In addition to these major achievements there are many small scale, community based initiatives underway. One of the best examples is a community initiated and enforced ban on collecting shellfish at Karekare beach. The ban has resulted in regeneration of shellfish beds and is now likely to be extended to other parts of the West Coast.

For the most part progress towards Waitakere eco-city will be gradual. It 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 Council, too. However, as the layer of government closest to local communities, Council has a *special* role to play in achieving eco-city, by working in partnership with those communities. Agenda 21 has this to say about the role of Council:

“Because so many of the problems and solutions being addressed by Agenda 21 have their roots in local activities, the participation and co-operation of local authorities will be a determining factor in fulfilling its objectives. Local authorities construct, operate and maintain economic, social and environmental infrastructure, oversee planning processes, establish local environmental policies and regulations and assist in implementing national and sub-national environmental policies. As the level of governance closest to the people, they play a vital role in educating, mobilising and responding to the public to promote sustainable development.”

ROLE OF COUNCIL

Council is elected by the people in Waitakere City to serve their interests. It does this in two ways: First, by providing a range of goods and services to the City and funding these (this is its operational role), and second, by providing for the expression of the views of the City and its communities (its political role).

Operational Role

The people of Waitakere City are most likely to have contact with the Council as *customers*. They may, however, be surprised by just how much their daily lives depend on the services provided by Council. Take the Jenkins couple, for example:

On a typical weekday, Tom and Jerry Jenkins get out of bed and complete their normal morning routines in preparation for work. The water they use to do their teeth is provided by Watercare Services, but it is distributed to the Jenkins' household by Waitakere City Council, which looks after the City's water mains. When they flush the toilet, the contents are transported to the Manukau Wastewater Treatment Plant via the City's sewerage system, which is also maintained by Council. Today happens to be "rubbish day", so Jerry puts out the paper, recycling bin and other waste for the Council to collect. Then Tom drives the car to work in Henderson, and notices road works are being undertaken by Council as part of its Town Centre Revitalisation programme. Jerry takes the bus to work, waiting at the nearest bus shelter which was constructed on contract to the Council.

At lunchtime, Tom buys a pie and filled roll at the lunchbar across from work. He can be sure of not getting salmonella because that lunchbar is licensed to provide food and inspected by Council every year, according to the Food Hygiene Regulations. Jerry is more fitness conscious and goes to the Waitakere City Aquatic Centre for a swim. Afterwards she drops off some books which they borrowed from the Henderson Library. Both of these are operated by Council.

While they are at work, the Jenkins' neighbour Tau is constructing a deck on his house. He can be sure that this deck is safe because the laying of the foundation poles was witnessed by Council engineers and he has a building permit for the work. Tau's daughter Diane is taking her dog, a pitbull terrier called Flossie, for a walk in Ceramco Park, which is owned and managed by Council for the enjoyment of the City. Flossie is registered with the Council's Animal Welfare Unit, who protect her from hydatids and ensure that Diane knows her responsibilities so that Flossie will never be a menace to the Jenkins.

Meanwhile, the Jenkins' other neighbour Roger is visiting his mother's grave in the Waikumete Cemetery, which is also managed by Council. Afterwards, he takes his car in for a warrant of fitness at the Council's Vehicle Testing Station. This time he decides to get its emissions level tested and is horrified.

The Jenkins are workaholics and return home late at night. The Council makes sure that their street is well lit. Upon emptying the letterbox, Jerry finds a copy of the Western Leader, in which the Council has advertised that its annual plan is open for public submissions. And amongst the letters is a rates bill.

The goods and services Council provides have a special character. For example, some of them would cost the same to provide for only one person as they do to provide for many people; and it is not possible to stop anyone in the City consuming them. An example of this is street lighting.

Other services benefit people who do **not** directly consume them. An example is recreation services, which not only benefit users but also their workplaces and communities. Then there are the Council services which protect consumers by providing them with information (such as property information to potential house buyers), and enforcing laws (such as the Food Hygiene Regulations) which guarantee a certain standard. Some Council activities (such as the City's water and sewage reticulation systems) can only realistically be provided by one producer because they involve prohibitively high investment in infrastructure. Finally, Council provides services to ensure that people's access to essentials is not determined by individual income levels.

These special characteristics mean that Council services tend to be things which would either not be provided by the private sector, or which are provided most efficiently and/or equitably by a body which is politically accountable to the public. The special character of most of these activities means also that they are usually best funded communally (through rates). However, the final decisions about what goods and services the Council provides to the City, and how these are funded, are made through the political process.

Political Role

The overriding purpose of Council's political role is to reinforce its community, Waitakere City. This role is often underplayed by local government today, when much more emphasis is being placed on the commercialisation of service delivery. This emphasis is a result of the general political climate in New Zealand, which is dominated by the pressure for public agencies to keep out of business and people's lives, reducing Councils to "service delivery agencies of last resort". Yet it is the political role which is really core to Council's existence, since it cannot be done by anyone else. It is also key to the eco-city vision.

This role involves providing unified political leadership, setting common goals and a vision for the City (such as eco-city). This vision extends past the services that Council is responsible for providing and also looks into the future. Council puts it into action by identifying the City's problems, formulating policy responses and ensuring that there are resources available to implement these (whether delivered by Council or some other party). Council also provides leadership by promoting the City and its vision, and investing in City assets and activities.

An important check and balance to this leadership function is provided by Council's democratic processes, which facilitate the expression of diversity by the City's different communities. These democratic processes include consultation and dialogue, providing information and the forum for debate, and advocating the views of Waitakere residents to other parties such as Government. These processes provide the City with a voice, making Council and other bodies accountable to its people. More than this, Council's democratic function provides opportunities for the City's communities to actually *take part* in making decisions which affect them.

While promoting democracy and the expression of diversity, Council must hold onto the notion of a common good, and define the rights and responsibilities of different groups to protect this. In doing so, Council must take into account the interests of all groups, including those of future generations as well as those who have elected it. To achieve this role, Council becomes a mediator and a legislator.

However, Council's role is most proactive when it undertakes activities to *strengthen* communities, by devolving decision making and activities to them, and by resourcing them with facilities, money and staff time which enable them to undertake their tasks effectively. This approach closes the gap between Council's political and operational roles, by facilitating the community itself to make decisions and provide services for community benefit.

By undertaking all these functions, Council takes its place as *part* of a community which is made up of many other groups. These include tangata whenua, other layers of government, non-government organisations (NGO's), the voluntary sector, schools, businesses, interest groups, cultural groups, sports groups, religious groups and families.

COUNCIL'S RELATIONSHIP WITH OTHER PARTIES

National and Regional Government

Waitakere City Council is part of a three tier political system in New Zealand, which it shares with national and regional government. Each of these levels of government is elected by a different geographical community of interest to undertake different types of public functions. However, the Council has a subordinate role in this system. The Council's status is underpinned by the 'limited competence principle' - the requirement that Council's activities must be authorised by Central Government through parliamentary legislation. That stated, the Local Government (Amendment) Act defines the purpose of local government as to serve the interests of the community, providing Council with an effective mandate to do almost anything its community wants it to do.

Council's main focus is on Waitakere City, as opposed to the Auckland region or New Zealand as a whole. Therefore its functions focus on those things which are of particular and direct interest to the City. For example, Waitakere City Council provides local community facilities such as libraries, while the Auckland Regional Council subsidises the region's public transport services, which provide mobility between cities. By comparison, Central Government is concerned with national issues such as immigration and national defence.

In many cases it isn't so easy to separate local from regional or national interests and so Waitakere City Council is often involved in sharing responsibility for the delivery of goods and services, and funding of activities, with the Auckland Regional Council and Central Government. A good example of this relationship is the provision of roads within and between the City and other places, where a partnership between the three levels of government is spelled out in legislation. In addition, since adopting the Agenda 21 principles embodied in the concept of eco-city, regional, national and global issues have assumed more importance to this Council.

As the level of Government *closest* to its community, Waitakere City Council is arguably best placed to know and represent the interests of the City's people. It therefore places emphasis on its role as the City's advocate, which may occasionally bring it into conflict with the Regional Council and Central Government.

Tangata Whenua

Council has a special relationship with tangata whenua, or 'people of the land'. As an agent of the Crown, Council is responsible for giving effect to the Treaty of Waitangi, which the Crown signed with the tangata whenua in 1840. The Treaty documents Maori recognition of the Crown's Kawanatanga (Governorship) over New Zealand, and the Crown's recognition of the full undisturbed possession and Rangatiratanga (Chieftainship) of Maori over their lands, villages and treasures. The chiefs who signed the Treaty agreed to provide the Crown with exclusive right of pre-emption over lands which they wished to sell, and in return the Crown granted Maori full protection and all rights and privileges of British subjects.

Despite many events which have contravened the Treaty since it was signed, its place is now being restored as the founding constitutional document of Aotearoa, New Zealand. Modern interpretation of the Treaty, views it as an agreement to partnership between two peoples, providing both the rights and obligations within which to co-exist in the same land.

This has far reaching implications. Associated with the Waitangi Amendment Act 1985, the restoration of the Treaty's status now provides a constitutional base for the redress of grievance over land and other matters. Land claims against the Crown currently affect the property owned by several public bodies. In addition, Crown agencies are for the first time explicitly required by law to give effect to the spirit of the Treaty partnership.

For example, the Local Government Act and the Resource Management Act instruct the Council to have regard for the Treaty of Waitangi and other specific concerns of iwi (tribes) and hapu (sub tribes), in its undertakings. The Resource Management Act also requires that the Council recognise and provide for the relationship of Maori and their culture and traditions with their ancestral lands, water sites, waahi tapu, and other taonga (treasures); and have regard to Kaitiakitanga (the exercise of guardianship and the ethic of stewardship of a natural resource). It may be argued that this is dependent on reinforcing Rangatiratanga.

These new requirements affect Council's decision making, consultation and communication processes, the provision of equitable services, and the exercise of its regulatory functions. In all these things, Council must explicitly have regard to Maori as partners. A key relationship under the Resource Management Act is with the tangata whenua, those people with manawhenua (customary authority exercised by an iwi or hapu in an identified area). There are two iwi claiming manawhenua in Waitakere City - Te Kawerau a Maki and Ngati Whatua. However, Council must also recognise the special rights and interests of other Maori living or working in the City, those who have links with other tribal areas or have lost those links.

Council considers its first duty is to establish processes for shared decision making, clear and open communication and consultation with Maori in the City. The development of such processes should help ensure that Maori values and interests are integrated in everything Council does. To this end, Council has resourced an environment officer for Te Kawerau a Maki and has a similar arrangement with Ngati Whatua.

In addition, together with local Maori, Council has established a Taumata Runanga with standing Committee status within Council, to address issues of concern to a range of groups. This body is not elected by the City, neither is it a replacement for the primary status of the iwi and hapu of the Te Kawerau a Maki and Ngati Whatua. However, it does gather together a range of Maori perspectives within the City and provides both a forum for discussion on issues of particular interest to Maori, as well as a communication channel for Council. Council has also established a Maori Issues Unit within Council, with specific responsibilities for helping to ensure that Council has regard to Maori interests.

Shared decision making and authority over resources are key to ensuring equity for Maori in the City. However, there are a number of other initiatives that Council has committed to, to help ensure that the delivery of its own goods and services are equitable and incorporate Maori interests and values. These include an annual review of service to the Maori community, on the basis of consultation with Maori; the provision of personnel and grants for iwi plans particularly in relation to resource management issues; protecting sites with significance to iwi; and joint projects with Maori agencies, particularly with respect to environmental, tourism, employment promotion, health and early childhood needs.

Community Groups

Waitakere City Council exists to serve the community. This comprises many different groups - schools, businesses, cultural/ethnic groups, residents and ratepayers groups, sports clubs, welfare groups and families as well as tangata whenua. As outlined in the **Communities** Key Focus Area, Council is strengthening its relationship with each of these groups by a process of forming partnerships - formal ones such as the Pacific Island Advisory Board and the Enterprise Board; issue based ones like the Health Project; and temporary ones formed out of a process of dialogue and consultation. Through this process Council is taking its place as *part* of the community.

Residents of Waitakere City

It is important not to lose sight of the fact that Waitakere City is also made up of many individuals with a diverse range of needs and views. While Council's approach is to develop partnerships with groups within the community Council also recognises that many individuals are not represented by these groups. Council is committed to open processes which enable individuals, as well as groups, to express their views and be heard.

GUIDING OPERATIONAL PRINCIPLES

How should Council fulfil its two roles - the operational role and the political role? For Council's own internal operations, there are some clear guiding principles which are required by law. These are set out in the Local Government Act 1989 and can be summarised as:

Council's actions must be transparent

Council will conduct business in an open and accessible manner, set clear and Council measurable objectives, resolve conflicts between these objectives, separate regulatory from other functions, indicate costs and sources of funds, measure performance, and make information readily available to the public. To help achieve this aim, Council will produce a range of plans which contain the above information. These will include the Annual Plan which Council is legally bound to prepare each year, a Strategic Plan and a Financial Strategy for the next 20 years, and a District Plan which Council must prepare every 10 years.

Council's actions must be financially acceptable

Council will follow generally accepted practices recognised by the NZ accounting profession. These systems must make explicit the costs, revenues, financial performance, transactions, income, expenditure, assets and liabilities, of Council; and must enable auditing.

As well as these and other legal requirements, Council wishes to act in a way which is consistent with Agenda 21. This means knowing what people want at the grass-roots level and being able to deliver. To achieve eco-city, Council will have to act in a way that is:

Accountable

Council will take responsibility for its actions and deliver the outputs to which it has committed. It will measure its own performance and make this information publicly available. It will fix its own mistakes.

Considerate and Careful

In carrying out its responsibilities, Council will decide whether a given policy is necessary, evaluate other means of achieving the same result; consider reasons for and against alternative courses of action; and undertake a benefit/cost evaluation of the policy.

Holistic

Council will recognise the independence between society, the economy and the environment, and between the various parts of systems upon which Council has an effect.

Innovative

Council will seek new and creative ways of reaching its objectives and will encourage others to do the same.

Forward looking

Council will develop a consistent strategic direction in all its activities, which anticipates and responds flexibly to future needs. To this end, Council will produce a set of plans for managing its main assets (roads, water supply, stormwater and sewerage infrastructure and parks and other land holdings) for the next 20 years.

Equitable

Council will protect community rights and ensure that the needs of many are met before the wants of a few.

Outward looking

Council recognises that Waitakere City is a part of a larger area and that the issues which affect the City transcend geographical boundaries. Council will work in partnership with other organisations regionally, nationally and globally.

Responsive and Customer Focused

Council will remember that its reason for existence is to serve the people of Waitakere City. It will put in place processes for assessing people's satisfaction with Council activities and will be responsive to people's wishes.

Empowering

Council will strengthen communities' ability to control and take responsibility for their own destiny. To achieve this, Council will forge a range of partnerships with different groups in the City.

Inspiring

Council will provide a common vision for the City and leadership which extends past those functions it is directly responsible for, to demonstrate ways of achieving the vision. As a '*role model*', Council will ensure that its own practices are consistent with eco-city and Agenda 21 principles, and it will encourage and motivate others to do the same.

As you read through the key focus areas in Part II you will notice explanation of how these guiding principles apply to each area.

PRIORITISING CHANGE

Like any organisation or business Council's resources are limited and there is a need to choose between competing demands. Council faces a difficult decision in determining what its priorities are in moving towards its eco-city goals. Traditionally in local government priorities have been established on an annual and often ad-hoc basis. With the adoption of strategic planning councils are now adopting a more systematic and long-term approach to expenditure decisions.

A sound strategic framework should not only guide the activities that Council will undertake but should set out the sequencing of actions over at least a 10 year time period. Of course it is not possible or desirable to set in concrete such a programme. Unexpected events will present opportunities that justify change in priorities. Any strategic framework must, therefore, be flexible and adaptable to change.

Waitakere now has a very clear vision of **what** it wants to achieve - and of **how** it intends to progress towards this vision. There is still more work to be done, however, in determining the priorities - i.e. the order in which actions will be undertaken. Council is seeking the guidance of the community to help determine priorities. The financial strategy will also assist in this process as it will provide important information about the cost over time, of different approaches.

The following scenarios may be useful in assisting people to think about priorities, particularly for the next 5 years. Each scenario is consistent with the eco-city vision but has a different emphasis. The scenarios are described in general terms here but there is more detailed information about what the scenarios would involve in the key focus areas in Part II.

Scenario One : Natural environment and resource base

This scenario emphasises the importance of sustainable management of the City's natural assets, resources and ecosystems. Council's efforts towards achieving eco-city goals have probably been most focused in this area over the past 2-3 years. The recently notified Proposed District Plan is evidence of the progress Council has made in addressing core sustainability issues as required under the Resource Management Act.

Further initiatives in this area will focus on non-regulatory means of achieving sustainable resource management. Development of the green network, particularly in non-urban parts of the City, and enhancement of water quality would have a high priority under this scenario.

Scenario Two : Sustainable City Form

This scenario is focused more on the urban parts of the City with the emphasis on creating "urban villages" around town centres such as New Lynn, Henderson and Glen Eden. By encouraging more people to live in these areas - within a short distance of major facilities such as shops, railway stations, leisure facilities and places of work - people will need to make fewer or shorter car trips and are more likely to find public transport convenient.

The down-side of this scenario is that it is probably the hardest to achieve - and it will take considerable time before progress is highly visible. It will require changing attitudes - particularly of developers who may be reluctant to experiment with the new types of residential development necessary to achieve this scenario.

However this scenario also has the potential to make the biggest contribution to addressing major global sustainability issues such as global warming as a consequence of CO₂ emissions. And there are a lot of additional benefits for the City associated with creating urban villages. These are outlined in the City Form and Design key focus area.

Scenario Three : Enhancing Urban Environment and Amenity

This scenario is also focused more on the urban environment but it emphasises the image and liveability of the City. An important priority would be ensuring that the outstanding qualities associated with the City's natural environment are reflected in the urban area. The Green Network would also be a priority in this scenario - but the emphasis would be more on developing the green network in urban parts of the City.

While scenario two focuses on town centres this scenario would involve initiatives across the City - especially in the many residential neighbourhoods where the majority of the population will continue to live for the foreseeable future.

This scenario has the potential to deliver highly visible and tangible results very quickly and is likely to receive considerable community support as a result.

Inevitably there is considerable overlap between these scenarios. Council is unlikely to wish to focus exclusively on any one scenario over the next 5 years but it may decide to concentrate its effort more heavily on a particular scenario. In addition there are many actions that Council could undertake that will contribute to all three areas. Identifying these actions will also assist in setting priorities.

While the above framework should be of some use a more detailed list of criteria is also needed to help Council make decisions regarding what activities it should commit to or support and the relative priority of these.

Criteria that help Council make decisions:

Acceptability

Is it something that residents and ratepayers want Council to do?

Special rights and interests of Tangata Whenua

Is it consistent with the special rights and interests of Maori as spelled out in the Treaty of Waitangi and particularly those of Te Kawerau a Maki and Ngati Whatua iwi?

Legality

Does Council have the legal mandate to undertake this activity? Is it something which Council is legally required to undertake or is it a matter of choice? Is it a core function of Council?

Equity

Will it result in the equal treatment of residents and ratepayers with equal needs? Does it meet diverse needs and accommodate differences in ability to pay? Will it achieve some match between benefit received and payment of cost? Will it achieve inter-generational equity? Will it achieve geographic equity?

Affordability and Efficiency

Can the City pay for it, now and in the future? Will it produce the most benefits for the least cost? (This question will be tested against the Council's Financial Strategy, which is currently being developed).

Necessity

Is Council best placed to undertake the activity or could Council contract or pass responsibility to other groups or organisations?

Risk

Does Council have a high degree of control over the outcomes? Would failure to achieve the desired outcome have a large impact financially or on community confidence?

Value as a Demonstration Project

Will the activity result in visible high-profile outcomes? Will the activity provide a model that others in the community can apply? Will it help to demonstrate eco-city concepts? Does it provide opportunities for community involvement?

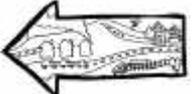
Multiple Outcomes/Linkages

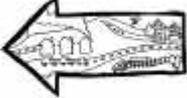
Does the activity have the potential to achieve a range of objectives? Will it assist in determining the success of other activities Council is undertaking? Will it complement and add value to existing community initiatives?

Sustainability

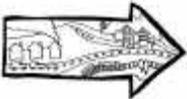
Is it sustainable? (please see appendix 1 for a list of the criteria that define sustainability).

TARGETS FOR THE 21ST CENTURY

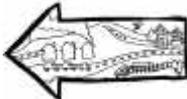
GREENPRINT TARGETS FOR THE YEAR 2001	1997/98 VALUE	TREND
<p>URBAN VILLAGES Achieve a density of 16-20 dwellings and business premises per hectare within a five minute safe walk (400 metres) of at least one town centre.</p>	<p>Dwellings/businesses per ha within 5 minute safe walk Henderson 27.7 Glen Eden 16.2 New Lynn 13.8 Ranui 16.8 (from Council's rating data)</p>	<p>✓</p>
<p>80% of residents and business owners consider that Waitakere City is a good place to live and work.</p>	<p>Residents' ratings of Waitakere: a good place to live 85% a good place to work 71% Business owners' ratings: a good place to live 73% a good place to work 75% average of these is 76%</p>	<p></p>
<p>Increase the percentage of households in the urban area which are within a 5 minute safe walk (400m) of a neighbourhood park or community facility.</p>	<p>Currently 37% of urban properties are within a 5 minute safe walk of a park.</p>	<p>This is the first time this has been measured</p>
<p>PASSENGER TRANSPORT Vehicle kilometres per capita travelled remain at 1996 levels.</p>	<p>4,640 vehicle km per person per year (12.7 km/ person/ day) on all roads in the City (of which 4,076 km is on Council-maintained roads).</p>	<p></p>
<p>Proportion of people either working from home, or travelling to work by walking, cycling, passenger transport, or as vehicle passengers increased to 30%.</p>	<p>20.2% based on a survey of residents</p>	<p></p>
<p>Number of transport related injuries and deaths in the City reduced below 290 per 100,000 population.</p>	<p>323 injuries (including 10 deaths) per 100,000 people (for the calendar year 97)</p>	<p></p>
<p>SUSTAINABLE BUSINESS 60% of the Waitakere workforce is employed within the City.</p>	<p>42% of workers resident in Waitakere City had jobs within the City (based on phone survey)</p>	<p></p>
<p>Total number of businesses in the City is increasing faster than the Auckland average.</p>	<p>10,014 businesses operated in the City in 1997</p>	<p></p>
<p>80% of businesses participate in recycling or other environmental initiatives.</p>	<p>68% of businesses use environmentally sustainable practices in their core business (based on a survey in December 1997)</p>	<p>This is the first time this has been measured</p>
<p>GREEN NETWORK Fish counts in urban streams are monitored, and show a variety of native fish species present.</p>	<p>Stream surveys in 1998 found six native fish species present of which three were common, two occasional and one rare.</p>	<p></p>
<p>100,000 eco-sourced native trees and plants planted in the City.</p>	<p>103,000 eco-sourced trees and plants have now been planted</p>	<p>✓</p>
<p>Bird counts in urban bush remnants are monitored, and show a variety of native bird species present.</p>	<p>Bird counts in 1998 recorded: 5 tui 9 fantail 0 kereru</p>	<p></p>

GREENPRINT TARGETS FOR THE YEAR 2001	1997/98 VALUE	CURRENT TREND
WELLBEING SUPPORT		
<i>Measure of poverty and housing affordability to be developed</i>		
Improve the educational standard of school leavers so it is closer to the national average.	1997 school leavers 23% of Waitakere school leavers were qualified to enter university – lower than the national average of 29%. 22% of school leavers had no qualifications, compared with a national average of 18%	
Increase the percentage of people who feel safe walking in their street (during the day)	70% of residents feel safe or very safe in their street.	
<i>Measure of "social capital" to be developed</i>		
Increase use of information and leisure services by 25%	1.90 million library books borrowed 423,783 visits to council's swimming and recreation centres	
For more indicators of wellbeing, see Council's 1998 report "Towards Wellbeing in Waitakere", available by request		
ECOWATER & SOLID WASTE		
Reduce by 25% the average water use per person (to 160 litres per person per day) and total wastewater discharges to Mangere Sewage Purification Works (to 9 billion litres per year).	Water use in City = 238 l/person/day Wastewater Discharge = 11.3 billion litres	
Stormwater runoff from a percentage* of urban catchments will be managed so that water quality and flow is no worse than for non-urban areas. * percentage value to be established through the Regional Stormwater Strategy process	Less than 1%	
Reduce by 40% the amount of rubbish per person which is dumped (to 285 kg/person/year). This does not include waste which is reused or recycled locally.	508 kg per person	

Key to trend arrows:


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


Currently no significant trend
(static)


Current trend is negative
(away from achieving our target)

✓
Target achieved