

## How Waitakere will become a world class sustainable city

This Plan re-affirms the Council's mission, goals and principles:

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

Open honest communication

Accountability

Partnership

Innovation

Excellence

Integrity

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

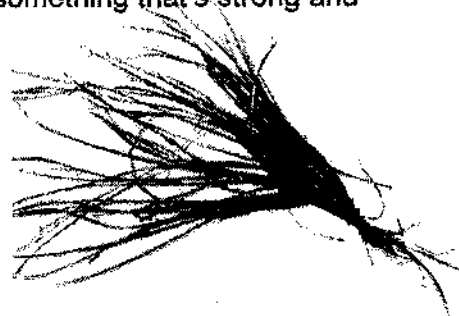
- o Celebrates and sustains its people
- o Has a strong sustainable economic base
- o Honours its environment; and
- o Builds on its cultures and heritage

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

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

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

- Urban and Rural Villages
- Transport and Communication
- Strong Innovative Economy
- Strong Communities
- Strong Democracy
- Green Network
- Three Waters
- Sustainable Energy, Clean Air
- Zero Waste



## How Waitakere will become a world class sustainable city

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

- Our commitment to model the principles of Te Tiriti o Waitangi
- First Call for Children
- Our accreditation as a Safe City
- Integrated planning for sustainability

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

Strong Maori leaders are working side by side with Council and achieving positive outcomes for Maori

(Base new measure on UN FCFC work)

Waitakere is a safe place to live, work and play

All major projects demonstrate social, economic and environmental benefits for the community.

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

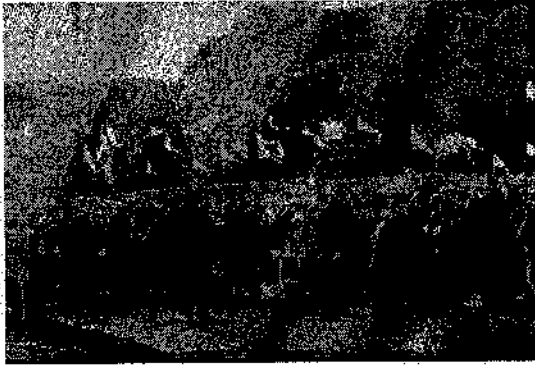
# Ten Years of Eco City<sup>1</sup>

Ten years ago, this City came up with a plan to work towards a sustainable future.

At the time, this was a brave new agenda for local government. When we talked sustainability, we weren't just talking about the environment. We based our plan on Agenda 21 and set about involving communities and business in building a sustainable city – an eco city.



The first thing we had to get right was the partnership with Maori. That relationship continues to grow, but a high point in the early years was the *rahui* (a ban on harvesting shellfish) at Karekare beach. The *Rahui* brought local residents and *Tangata Whenua* together at Karekare for the first time, and the magic of the occasion was clear to everyone.



Looking after our West Coast beaches makes sound business sense when you think about how important the film industry has become to Waitakere City over the last ten years. The *Xena* and *Hercules* productions alone injected more than \$400 million into the local economy. Now that Waitakere has the best indoor filming facilities in the region as well as the best outdoor locations, more major productions are coming here to film.



The fact that Waitakere thought differently from the rest of Auckland became clear in the Water Crisis of 1994. We believed the first thing to do was to ask people and businesses to use less water for a while, and we proved that there was no hurry to build a pipeline. Thinking about the water cycle led us also into a whole new style of stormwater management. Now streams in Waitakere are places of beauty, not problems to be channelled and piped.

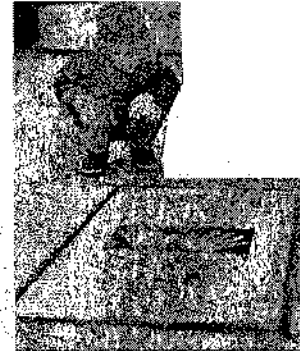


<sup>1</sup> To come: fantastic new pictures of recent films, also super yachts etc from Bob via Alan R-S



We asked people in to help us plan great town centres – community and business people, artists, environmental advocates, developers and planners all working together figure out how to take our town centres into the next millennium.

And it shows. From the big picture planning to the tiny details, we have a unique Waitakere City style to the things we do.



The Waitakere Way is about partnership and collaboration and joint responsibility for tackling issues and creating solutions. It's about involving local communities, business, the voluntary sector and government organisations in a big picture approach to problem solving and it's about making things happen rather than waiting for others to do things for you or to you. It's about taking others with you and acknowledging diversity. It's about being bold and having the courage to do things differently.

Waitakere City is recognised as a place where a wide range of local or community based collaborations and 'joined up' action projects have been taking place for some time. We've become good at working together to do great things on limited resources. But there's a serious message for Central Government too, about our need for services which match our large and growing population.



The Council has stuck to its strategy in the face of criticism and adversity. We're not just about roads, rates and rubbish. We have some fun with great ideas like Trash to Fashion; but there's a serious message there also. While the Auckland Region produces twice as much rubbish now as it did ten years ago, Waitakere City produces less.

Trees for Babies is another project that communities really enjoy and that is making a huge difference to our streams, parks and green spaces. Planting trees helps people to put down roots and to care about where they live and where they are bringing up their families.

So much of what Waitakere has been doing for the last ten years is now standard Central and Local government policy. For a small City, we have huge national and international influence, because Waitakere is an example of new, exciting ideas which really work.

Over the last decade, Waitakere has built a vision which local people and local businesses are proud to be part of. The City has led the way in showing how to spark business growth, how to protect and enhance the environment, and how to support communities and involve them in civic life. This Council is committed to a partnership approach to making this City sustainable, for generations to come. Please join us and help us to plan for the coming years.

## Why Plan?

Haere tonu ki te kore e whai mutunga, whaia te mutunga  
*If nothing changes, nothing changes, so carry on*

For all that the Council has achieved in the past ten years, we are not there yet. Waitakere City's economy is in better shape than before, but still employs only half the City's workforce. The City's public transport, hasn't improved much – yet – though the groundwork is in place now for improvements to come. Education is still a huge concern for many residents, who want to improve the quality of schools here and who strongly agree with the Council that this City needs a major tertiary institute. And Waitakere City continues to grow, at one of the fastest rates in New Zealand.

So, if we want to keep going forward, the City needs a new plan.

A good plan sets a clear direction and some brave – but achievable – goals. This Plan builds on what has been done already and sets out the next phase of work, for the coming ten years, while reaffirming the long term vision.

It sets out what the Council intends to do, in the context of what needs to happen for the City as a whole and what needs to be done by others.

The Plan is like a map, without which the day to day decisions taken by the Council might not lead us to the future we want. The Council needs to show leadership, to explain its decisions in terms of the big picture, and to have the courage to take risks. Having a Plan doesn't mean the Council can't change and be responsive, but it ensures decisions are logical and in the best interests of the community now and of future generations.

By law, all Councils have to plan, because the roads that are built, the pipes that are laid, and the parks that are set aside today will shape the way we, our children and our grandchildren live in this place. These decisions are too important to be left to chance.

The best Plans are brave, a bit "out there", and inspiring. The next ten years will see big changes, so planning for more of the same won't work. This Plan aims to set out a vision of what the City could be like, so that the Council, other organisations and people in the community get enthusiastic and work together to make good things happen.

It's also important to make clear what the Council **doesn't** plan to change. The Council's commitment to Agenda 21 and to sustainability will continue. Involving people and planning in partnership with communities – which has come to be called the "Waitakere Way" will be strengthened. The City's streams, parks and bush are being restored and linked up to form a "Green Network" and this work needs to go on.

If the Plan is really working, people shouldn't need to read it. Everything the Council does, and the way that it is done, will reflect the plan. When it is clear to everyone that the Community and the Council are working together to build an achievable dream, this Plan will be a success.

*Developed from: Strategic Review workshop 21 May 2002*

## Putting it in place - Partnerships

*Kao nau te rourou naku te rourou kia ora te iwi*  
With my food basket and your food basket our guests will be fed.

Achieving a sustainable city is not something that Council can do on its own. Since adopting Agenda 21 in 1993, the Council has developed a number of strategic partnerships with iwi and with a wide range of community and government organisations.

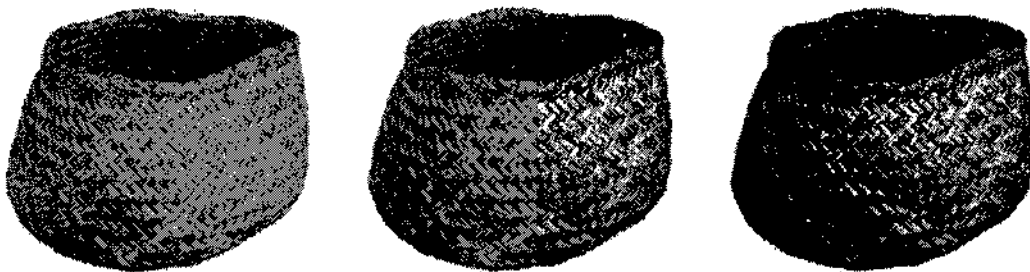
Relationships between Council and its partners are based on trust, accountability, respect, honest and open communication, and finding local solutions to local problems<sup>1</sup>.

The 'Waitakere Way', is nationally recognised as setting the standard for collaboration. In the wellbeing area, the community sector, central government and the Council have recently created a unique three way partnership to develop shared goals and action plans. This Strategic Plan includes goals from this three-way partnership, goals which government agencies and community groups are already committed to working with Council to deliver on. This is a huge step towards a new kind of joined up government at the local level.

The Council is now expanding on this work, strengthening partnerships with business and environmental groups and applying the "Waitakere Way" across the whole range of areas the Council is involved in.

Partnerships and inclusiveness also need to be part of the way different areas of the Council work with each other, because planning for sustainability involves bringing together knowledge and expertise from many different sources<sup>2</sup>.

Through continuing this partnership approach, a number of exciting new relationships, networks and projects will be created to deliver on the many challenges which this City faces.



<sup>1</sup> Creative Conversation, collaboration strategy group – we should be proud of how developed collaboration is here, we should emphasise our partnership approach in the Plan.

<sup>2</sup> Comment at Creative Conversation, collaboration strategy group, that the importance of partnerships within the Council is often overlooked