

WAITAKERE ECONOMIC WELLBEING STRATEGY 2009



*Waitakere – a catalytic environment for a flourishing, resilient economy:
growing, connected, innovative, vibrant, sustainable*

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Executive Summary

1. Waitakere City Council adopted its first Economic Development Strategy in 2004, which provided a strong focus point for the Council's thinking and action. This strategy updates and expands on that work.
2. This Economic Wellbeing Strategy emphasises the linkages between economic and social wellbeing, as well as the role that economic wellbeing plays in overall community wellbeing.
3. Waitakere's economy is part of larger global, national and regional systems. Changes in these systems have far-reaching effects on Waitakere residents, with the Council and local businesses having only a limited influence on their impacts.
4. It is therefore necessary for the Council, whose role under the Local Government Act is to promote the economic wellbeing of its residents, to have a clear logic as to where, why, and how, it influences economic activities.
5. In many cases the Council's role is to provide leadership, information, advocacy, and other intangible services that prompt other agencies to act. At other times the Council has a more direct role in economic development, as a regulator, investor, infrastructure provider, or developer.
6. The Strategy outcomes are guided by the Community Outcomes for economic wellbeing agreed in consultation with the community. These enable coordination of resources through informing the Council's and other organisations' decision making.
7. This Strategy defines the areas for Council intervention under five themes with corresponding objectives:

Place - Encourage sustainable development by improving the supply and quality of places and infrastructure available for enterprises.

People - Provide opportunities for greater participation and a higher skilled, more productive community.

Enterprise Development - Encourage enterprises that embrace innovation and provide quality local jobs, high value production, international competitiveness and sustainable economic growth.

Profile - Support activities that enhance Waitakere's profile and proactively market Waitakere.

Partnering - Improve the Council's responsiveness to business, and the alignment of resources and objectives of other stakeholders, to achieve Waitakere's economic wellbeing goals.

8. Within each theme, the Strategy identifies the major issues and possible actions to achieve the objectives above.
9. The Strategy provides guidance not only to the Council and its agencies, but also to the many external agents that contribute to the economic wellbeing of the City.
10. The priority actions identified in the strategy are summarised in the table below:

Theme	Priority Action
PLACE	<ul style="list-style-type: none"> • Encourage increased economic activity in greenfield and brownfield land, informed by a Business Areas Plan. • Monitor the supply and demand of business land to ensure the supply of business land is aligned with regional plans and sufficient to fulfill demand over a 20 year planning period. • Advocate for increased public transport access to facilities such as schools, learning precincts, employment places, parks and open spaces. • Promote the Western Ring Route as a “business route”, to be the spine of Waitakere business areas, and facilitate effective supply chains and linkages and enable freight priority. • Develop and redevelop city centres and business areas to improve attractiveness, safety and character, to support entrepreneurial activity, and to provide certainty for business investment. • Develop a Rural Economic Activities Plan.
PEOPLE	<ul style="list-style-type: none"> • Develop and promote the implementation of the Skills Chapter of the Waitakere Learning Plan. • Pursue options for tertiary education provision and lifelong learning opportunities and increase provision of employment focused training through Waitakere Enterprise, Unitec and other tertiary education providers. • Support a network of Community Hubs¹ as shared community facilities for enterprise and skills development, encouraging use of digital technologies and located within neighbourhoods.
ENTERPRISE DEVELOPMENT	<ul style="list-style-type: none"> • Support and promote Waitakere Enterprise, which is the Council’s primary interface with business.

¹ Centres where various community services are available, usually in public buildings

- Enhance capacity for innovation at all levels through a “Waitakere Innovation Action Plan”; to seek out and nurture local innovators; encourage sustainability principles in innovation; support increased innovation in existing businesses; and encourage community innovation processes.
- Conduct ongoing sector research and evaluate specific sector support programmes to inform current and future land use planning.

PROFILE

- Promote Waitakere to visitors, investors and the community through implementing Waitakere’s Events Strategy and developing a Visitor Strategy.
- Promote the positive aspects of Waitakere’s identity and express the current values, aspirations, strengths and diversity of communities in relation to economic wellbeing.
- Address barriers and opportunities for increased tourism activity through a Tourism Action Plan.

PARTNERING

- Ensure the Council’s regulatory functions support business activity and development.
- Advocate to government to support sustainable economic activity throughout Waitakere.
- Cooperate with funding entities, such as the West Auckland Trusts, on effective funding and investment aligned with the Council’s strategic direction.
- Coordinate resources between agencies to enhance joint research, policy and planning to resolve economic wellbeing issues.

11. Implementing the Strategy will require:

- Collaborative action among the many different agencies, businesses and sectors with an interest in improving Waitakere’s economic wellbeing
- A strong economic development agency to be the Council’s interface with the business community
- Policy integration with local, regional and national strategies and initiatives.

Introduction

The Waitakere Economic Wellbeing Strategy provides a platform for the sustainable development of Waitakere's economy.

The aim of the Economic Wellbeing Strategy is to improve the standard of living of Waitakere's residents over the next 20 years. The Waitakere community is favoured by living in a spectacular natural environment, and is noted for its strong pioneering spirit and creative "just do it" attitude. These favourable conditions have produced people who wish to preserve their natural and cultural treasures by concentrating growth in urban areas, and shaping them into places which are increasingly attractive for living and working. A combination of strong social and cultural identity, environmental awareness and economic opportunity, puts Waitakere in a unique position to forge a more sustainable economic future.

This Strategy builds on the Council's 2004 Economic Development Strategy which produced highly focused Council thinking and action to address the City's economic issues. This enabled effective advocacy at the regional and national levels that resulted in major infrastructure investments (including rail and motorway developments), new land for business expansion, new educational opportunities, and other initiatives to encourage innovative and productive economic activities.

The Council's strategic intent is to change the perception of Waitakere as only a 'dormitory' suburb, and a place of limited capacity in terms of economic activity. Supporting this strategic intent is a desire to build on the pride that Waitakere residents have in their City and to broaden people's understanding about what has, and what can be, achieved.

A major goal underlying the Strategy is a desire to provide residents with a greater range and number of quality local jobs. The target is for at least 60 percent of the City's growing workforce to work locally – needing an average of 1,500 new jobs each year. Achieving this target will need collaborative effort by the many stakeholders in Waitakere's economy.

The key driver of Waitakere's economic growth over the next 10 years will be the new business land being developed in the north of the City. To be successful this development will require a skilled, engaged workforce, efficient transport infrastructure, and an innovative, risk-taking business sector. All these factors are addressed in this Strategy.

The Waitakere Economic Wellbeing Strategy is the Council's expression of how it fulfils its legislative role in promoting the community's economic wellbeing. It provides a guide for decision making about economic issues in an integrated manner, makes the appropriate links between social, cultural and environmental wellbeing and establishes a platform for collaborative action. All of the objectives in this Strategy are mutually reinforcing, ensuring that success in one area can support progress in others. It addresses a range of economic issues which are within the Council's sphere of influence, and will assist those who drive the city's economy, namely the business sector, community and voluntary organisations and the public sector.

Strategic Framework

Waitakere City Council was the first Council in New Zealand to adopt Agenda 21 and the Principles of the Rio Declaration on the Environment and Development, as guiding principles to build a City with a strong economy, healthy communities, cultural richness and environmental quality. In 1992 Waitakere declared itself an eco city, with three overarching goals – to be sustainable, dynamic and just. These goals are expressed in the eco city vision:

A network of resilient, productive and prosperous communities, living in compact towns and neighbourhoods, nourishing the environment, and celebrating our diverse and creative lifestyles.

Economic wellbeing is a key element of the eco city vision, and is encapsulated in this Strategy's vision statement:

Waitakere is home to innovative and sustainable economic activities which provide residents with a range of quality local jobs that improve communities' standard of living. All Waitakere people have opportunities to participate in and benefit from this dynamic local economy.

These visionary positions are underpinned by the Council's long established and ongoing support for sustainable development in all its different dimensions. In particular Waitakere has become known for its inclusive, collaborative approach to implementing these visions – the "Waitakere Way" has come to characterise Council's focus on long-term community wellbeing involving social, cultural, environmental, and economic factors. Collaborative approaches are central to this and are now supported in statute. From 2002 the Local Government Act has required local governments to promote these wellbeings, and to work collaboratively for sustainable development.

People are the focus of this approach to economic development – as residents, business owners, employees, students, customers. The needs of these different groups are addressed in each of five themes of the Strategy.

Community Outcomes and Priorities 2006-16

The Strategy addresses Waitakere Community Outcomes developed as a result of the Council's Long Term Community Council Planning (LTCCP) process under the Local Government Act 2002. These Community Outcomes, updated in 2008 are:

- *Our local economy is sustainably prosperous with abundant good local jobs, strong businesses, high quality education and training opportunities and contributes to a sustainable regional economy*
- *Waitakere City is an attractive place to work and do business where people have choices*
- *People have a good work life balance, quality of life and participate in family and community life.*

An important part of the LTCCP process involved identifying the following priority actions which now inform the action focus of this Strategy:

- *More commercial and industrial land, Whenuapai as a commercial airport, places for business that also encourage strong communities, complete key infrastructure projects*
- *More local employment, all youth in education, training or employment, local students attending local schools, migrant attraction, settlement and utilisation, skill demand research informs demand-led tertiary provision, increase tertiary participation rates*
- *A stronger business voice, Maori, Pacific and 'eco-friendly' business development, niche, export focussed industry clusters, connectivity of local business, business success rate and profitability maximised through training, information and advice*
- *A compelling city identity*
- *A fresh Council culture, economic benefit from inter-city relationships.*

Integration with Council's strategies

This Economic Wellbeing Strategy is one of the seven strategies that comprise the Waitakere Strategic Framework. The main linkages between this Strategy and the others have been incorporated into the objectives and actions of the Strategy and illustrated in the diagram below:



Regional and national linkages

The 'Implementation' section includes a description of the alignment between this Strategy and the other Waitakere, regional and national strategies.

Scope and Review

This Strategy identifies objectives and actions which are intended to improve Waitakere's economic wellbeing and which will have impacts over a 20 year period. The actions are both short term and long term. Economic development needs a long-term horizon, as economic drivers such as land use planning and city-wide and regional infrastructure take considerable time to complete.

A primary aim is to identify those interventions that will make the biggest difference to the economic issues facing Waitakere. Councils have multiple roles in economic development, yet their resources are limited. Consequently it is very important how the Council prioritises its responses and initiatives.

Feedback from businesses and residents along with information from monitoring trends in Waitakere's economy, are used to identify and prioritise issues and opportunities facing the City. Objectives, actions and outcomes are proposed that address these issues, building on advantages and strengths.

The Strategy responds to the economic context by proposing a package of actions for implementation. Sequencing and collaboration arrangements will be established through detailed policies and action plans and other instruments.

The challenge to collaborate

Waitakere's economy is part of larger global, national and regional systems. Changes in these systems can have far-reaching effects on Waitakere residents, with the Council and other agencies and businesses having only a limited ability to influence them. While the Strategy is primarily focused on what the public sector can do to assist economic development, it recognises that what the private sector does is fundamental to economic wellbeing.

Therefore, addressing Waitakere's strengths and challenges involves actions and interactions between individuals, businesses, government agencies, education providers, community organisations, business advisors and others. This Strategy provides a platform that will facilitate collaboration between these stakeholders and the Council, and that acknowledges the fact from a business perspective that the functional economy crosses over administrative boundaries.

The global financial crisis is expected to have significant effects on economic activity and a response to some of these impacts has been included within the Strategy. The Strategy responds to the City's strengths and challenges, while recognising the range of factors outside its scope.

Evaluation and review

A 20 year strategy of this sort needs to be responsive to changing conditions in the international and national context, and therefore requires continuing monitoring and evaluation. Despite the changes to local government in Auckland, a commitment to local economic wellbeing should be maintained when reviewing progress towards wider regional economic development goals.

Waitakere's Economy

Waitakere in the Auckland Region

Waitakere City is the fifth largest city in New Zealand, with a resident population estimated at 192,300 in 2008. It is a significant part of the Auckland region's economy as shown in Table 1 below.

Table 1: Share of Waitakere City in the Regional Economy

Indicator	Waitakere Economy	Share of Auckland Region
Population	192,300	14.1%
Skilled Labour (Technical, professional and managerial)	41,847	13.2%
Employment (FTEs)	49,100	7.7%
Production (value added)	\$4.18 bn.	6.6%
Business Units	5,500	9.6%
Total Land Area	36,700 hec.	6.9%
Vacant Business Land	66 hec.	6.4%

Waitakere is defined strongly by its geographic location - the presence of the Waitakere Ranges, much of which is a regional asset in the form of regional parkland (43% of the region's parkland is in Waitakere), the West Coast beaches, harbours and estuaries. The intensification of urban land is largely due to the desire to preserve natural and rural land in Waitakere, and a significant proportion of this land has national significance through the Waitakere Ranges Heritage Area Act 2008. This legislation and the Regional Policy Statement define the limits of developable land in Waitakere and help achieve land intensification objectives. The ranges make other important contributions as a regional water catchment and provide public goods in the form of ecosystem services such as carbon capture, enhancing air quality, biodiversity resources, and as a visitor destination.

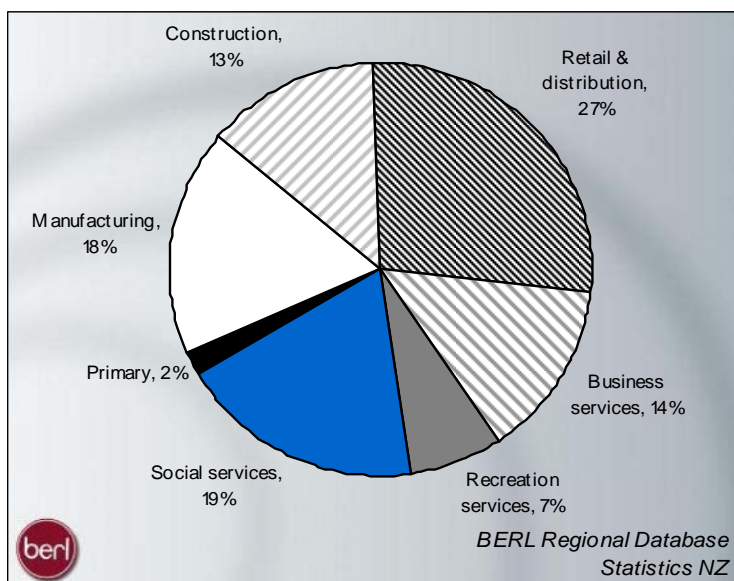
Economy in Transformation

Waitakere's economy has been transforming and diversifying into a higher-skilled knowledge economy. Historical extractive industries such as timber milling and gum digging, and labour intensive manufacturing such as brick and pottery and traditional vineyards, are being replaced by emerging industries such as boat building, plastics and rubber products, high tech printing, screen production, building products, air conditioning and baggage handling systems.

The salient economic feature however is the dominance of the services sector - a common characteristic of modern economies. The services sector generates about two-thirds of the total economic value of local production (value added), and accounts for 30% of the full time equivalents (FTEs) in the economy (See Chart 1). Manufacturing is the second largest sector (18%), followed by construction (13%).

Within the services sector, retail and distribution is the single largest sub-sector in terms of employment. It provides 27% of the total FTEs in the local economy (Chart 1). The second largest sub-sector is social services followed by business services.

Chart 1: Employment (FTEs) by Sector



However, business services constitute the single largest sub-sector in terms of economic value of production. This sector accounts for 29% of the total value of output in the local economy, followed by retail and distribution (22%) and social services (14%).

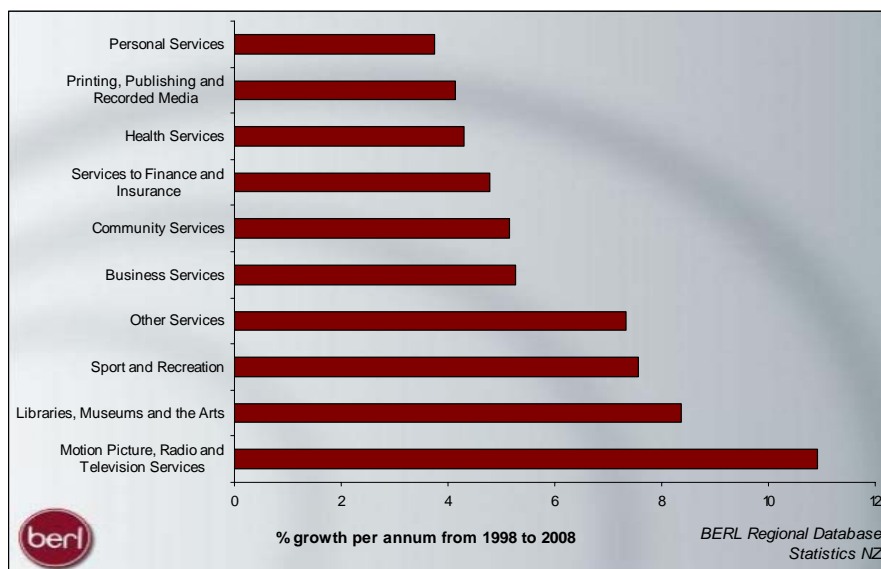
Growing Economy

Waitakere is a growing economy. Over the past ten years, its local real value of production (GDP) and employment grew at an average annual rate of 2.5% and 2% respectively, outpacing the population growth rate of 1.8% per annum. The number of business units increased even faster, at an annual average rate of 3% during the same period.

Population growth is a major driver of the Waitakere economy, especially in the services sector, where the bulk of the activity (such as education, retail, medical) depends on servicing local demand. However manufacturing has a much wider and more diversified market – national and international.

New activities, although small, have displayed the potential to spear-head future growth. For example, the fastest growing industry (in terms of both FTEs and output value) in Waitakere has been the motion picture and television services industry. The FTEs in this industry grew at nearly 11% per year over the past 10 years, followed by the libraries, museums and the arts industry (8.4%) and sport and recreation (Chart 2).

Chart 2: Five Fastest Growing Industries by FTEs, 1998-2008



Businesses are generally small and medium-sized

Small and medium sized businesses dominate the economy, reflecting the national and regional distribution pattern. Businesses of five or fewer employees make up 88 percent of businesses in Waitakere City. Owner-operators without employees by themselves make up 68 percent of the business units. Business units with less than 100 FTEs provide 77% of the FTE positions in the City. These agile and dynamic small businesses not only provide resilience to the local economy, but also have significant growth potential.

Land and infrastructure facilities

Waitakere City covers approximately 36,700 hectares with almost 80 percent being open space areas or areas of no or low development. This is a critical factor that determines the supply and price of land available for economic activities. Currently, the urban areas account for just over 20 percent of the land.

Waitakere City offers a range of commercial and industrial brown and greenfield areas, all within a few minutes reach of existing motorways and within 20 minutes of Auckland CBD. There are two major business zones and growth centres under the District Plan:

Community and Community (Periphery) Environment: For retail and commercial activities in town centres and shopping areas.

Working Environment: For manufacturing, wholesale and industrial activities.

The majority of the economic activities are concentrated in and around:

- The main city centres: Henderson, New Lynn and Westgate.
- The major industrial areas: Lincoln Road/Concourse, Henderson South, and New Lynn.

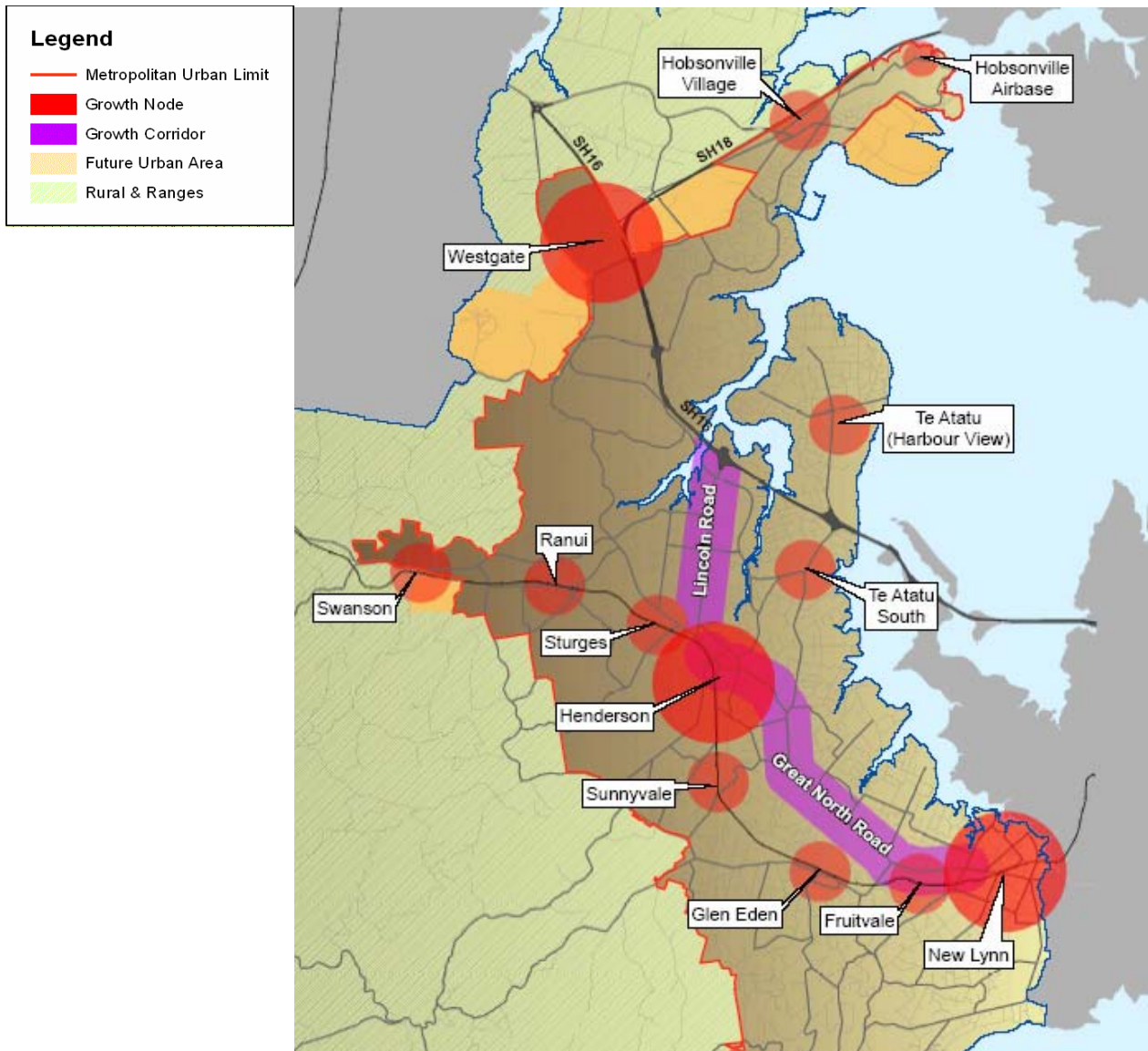
- The main town centres: Glen Eden and Te Atatu Peninsula.

The rest of the economic activities are dispersed across a number of small local centres and industrial areas, special areas (e.g. marina, hospital) and residential areas.

Urban Growth

Under the Auckland Regional Policy Statement Plan Change 7 the Metropolitan Urban Limit will be moved in the north of Waitakere. This will add approximately 200 hectares of greenfield business land in the Hobsonville Peninsula, Hobsonville Corridor and Massey North areas (Northern Strategic Growth Area) for further expansion of economic activities in Waitakere.

Because of the City's constrained land availability, there is a lack of large parcels of land at prices competitive with other areas in the Auckland region. Accordingly, the City is striving to attract more intensive, less land-hungry industries that fit with its Growth Management Strategy objectives for intensification in nodes and corridors (see map below), while at the same time providing for planned and responsible urban expansion.



Labour Force, Skills and Local Jobs

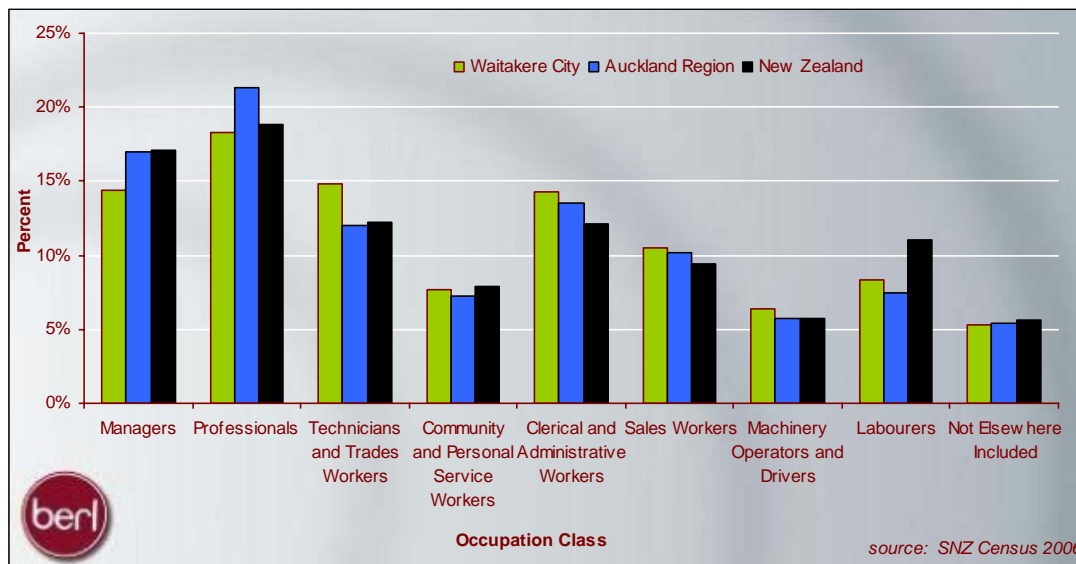
There are 94,000 people in the workforce in Waitakere. However only 44% of these find work locally. Waitakere residents have repeatedly expressed a desire to the Council for more local jobs, and the Council has adopted a target of having 60% of its workforce employed locally. Achieving this will require the rate of employment growth to be lifted above the historical rate of 2.0% to about 3.0% per year in the coming decade. This is feasible: during 1994-2004 and 1997-2007, Waitakere City recorded an average FTE growth of 2.8% per year.

Waitakere's population is relatively young. The proportion of children aged under 15 was higher (nearly a quarter) in Waitakere than in the region and the country as a whole. The proportion of retired people (those over 65 years) in the city was nine percent, low compared to the regional and national level.

According to the 2006 Census, 75 percent of Waitakere residents aged over 15 years had a formal educational qualification. This includes 15 percent of residents with a bachelor degree or higher qualification. The education and skill levels of the labour force play a critical role in the transformation of the economy from low value added activities to high value added activities, and in raising the levels of productivity.

More than half of Waitakere residents with jobs were employed as managers, professionals, technicians and trades-people (2006 Census). However, the proportion of managers and professionals employed within Waitakere was lower than in the Auckland region generally, while the proportion of workers in other categories (particularly trade occupations) is higher in Waitakere than in the region.

Chart 3: Occupations of residents, 2006



The table below summarises the strengths and challenges of the Waitakere economy.

STRENGTHS & OPPORTUNITIES	CHALLENGES & RISKS
<ul style="list-style-type: none"> • Real GDP grew 2.7% pa 1997-2007; growth in employment, GDP, business size outpaced population growth • Steady population growth 1997-2007 1.9% pa • Median household incomes recently above national median • Younger population - good base of new employees by 2010 • Population diversity arguably greater than other areas of the region – new leaders & workers • Education institutes increasing locally (all levels) • Housing more affordable than Auckland overall • Natural landscapes & sustainable management provide Waitakere identity & lifestyle choices • Strong, effective town centres are key focus of planning • Western Ring Route & double rail tracking nearing completion – linking north, west & south Auckland • Business Investment Marketing – external & internal campaign offers direct development support • Business support programmes well supported and effective, increasing partnership & network activity • Good access to local markets and wider Auckland region • Most businesses want to remain in Waitakere • 75% of businesses employ 75% local staff and 30% businesses expect to increase staff • Higher proportion of tradespeople than regional or national figures • Business services sector contributes 30% of local GDP – strong supporting sector • Many small-medium enterprises (not overly dependent on few large businesses) • Good sector development - film and marine sectors • Rural economic activity encouraged to regenerate 	<ul style="list-style-type: none"> • Lower business unit growth than regionally may indicate lower entrepreneurship activity • Continuing trend of residents leaving City to work (approximately 56%) is seen to be too high • High-level income lowest in Auckland & > proportion of youth in areas of high deprivation • Consistently higher % school leavers leaving with no formal attainment than national figures and worsening for all ethnic groups apart from Asian • Approx 25% school students attend schools outside Waitakere (may indicate local school quality affects choices) • More early childhood education participation needed for good educational attainment, long term good incomes • Insufficient available business land for economic development to outpace population growth • Unpredictable geographical clustering benefits, with possible impact on take-up of NorSGA opportunities • Regional Business Location Plan & Economic Futures don't fully match Waitakere growth management objectives - more land in the south • ICT infrastructure gaps & lack of long term remedy – not ready for technological changes • Regulatory processes may discourage business and decreased consent for non-residential construction indicates slowing growth • Businesses tend not to be focused on being internationally competitive and don't tend to use local suppliers • Approx 25% local businesses have immediate skill shortages – not available locally • Low numbers of research jobs compared to other Auckland cities • Stronger growth in retail & social services sectors than manufacturing – following population growth • Tourism infrastructure weak as a base for growth in this sector, which could support other sectors • Slow development of clean technology cluster

Delivering Economic Wellbeing

A modern economy is made up of many complex interdependent activities and processes. While many of these are outside the direct control of local government, the Council still has important roles in leading, regulating, supporting and providing many things essential to economic wellbeing including quality places and infrastructure. The Strategy recognises that the Council should concentrate on those activities where it can have the greatest impact.

Central government has made economic wellbeing, particularly for the Auckland region, its focus. Waitakere can capitalise on this by having a clear, robust and broadly supported strategy aimed at attracting and leveraging the right types of public investment and government support into the local economy. This includes recognising the diversity of roles, agencies and interlinkages involved in delivering economic wellbeing – including both small and large enterprises, the people they employ and the fact that Waitakere's economy, though a relatively small part of the regional economy, nevertheless makes important contributions to the regional economy. In particular there is a critical linkage between local government and the private sector that is provided by the economic development agencies and the business networks they support.

Three broad sectors of the economy stand out in the delivery of economic wellbeing for Waitakere. These sectors include a diverse range of agencies with roles to play, most of which involve collaboration with others. (In relation to priority actions, some of these roles and interconnections are presented in the collaboration matrix in the Implementation section of this Strategy). These three sectors are:

Business community: business owners, staff, suppliers, customers are very visible contributors to economic wellbeing.

Community sector ('third sector') delivers non-profit services mainly through social enterprises which operate on a commercial basis to achieve social or environmental outcomes. The community has a distinct and valuable role to play in helping create a flourishing, sustainable and inclusive society.

Government sector provides many of the enablers of economic development such as highways, education and health services, sustainable resource management, research and data.

As part of the government sector, the contribution **Waitakere City Council** makes to economic wellbeing can be summarised as:

1. Leading, inspiring and catalysing the community and championing community needs, promoting local identity and celebrating diversity
2. Providing effective business and community services including planning and building infrastructure and places which attract economic growth through quality urban design
3. Zoning land in places suitable for business growth and providing a forward-looking policy and regulatory framework that reduces harmful and disruptive activity and encourages the productive and beneficial
4. Funding Waitakere Enterprise as the Council's business-facing agency supporting growth, encouraging new investment in the City and stimulating development projects to meet economic, environmental, social and cultural strategic outcomes

5. Funding Waitakere Properties Limited to buy and develop strategic property and assets to stimulate economic growth.
6. Partnering with the business and education sectors to improve linkages between jobs and training,
7. Partnering with Government agencies for integrated planning, infrastructure investment and service delivery.
8. Facilitating the communication and relationships which underlie many of the successes the City achieves, aiming to accurately identify local needs and preferences and making sure the right services are provided to the right people.

Consultation on the Strategy made it clear that stakeholders expect the Council to continue to play these roles, and that in particular the Council should continue to provide strong visionary leadership for the local area.

Theme 1 ~ Place

Objective

Encourage sustainable development by improving the supply and quality of places and infrastructure available for enterprises.

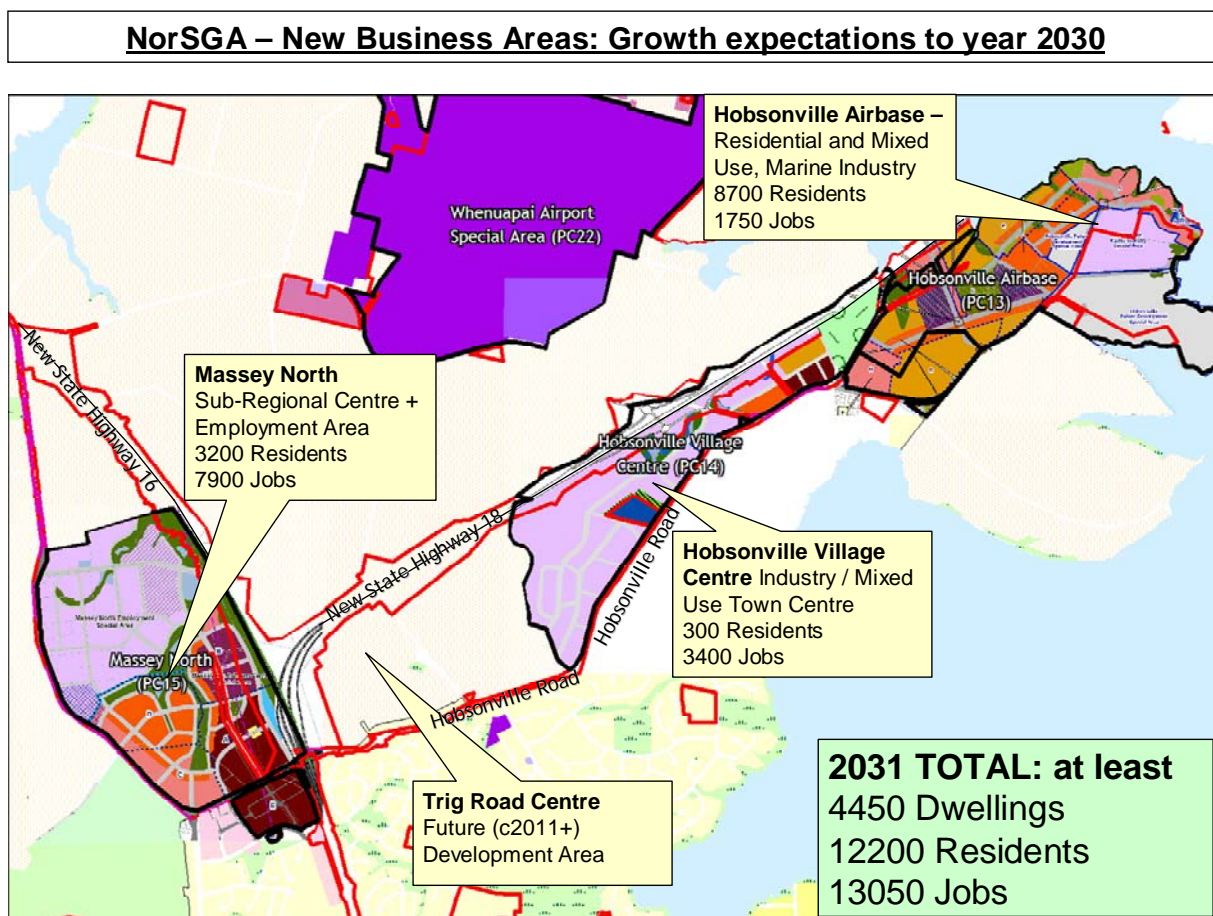
Issues

- *There is a general shortage of business land because previous zoning decisions have not provided sufficient land to meet economic and population growth pressures.*
- *Businesses have difficulty finding appropriate locations because the general shortage of business land has led to land being overpriced, or land parcels being of the wrong size or location.*
- *Town centres and corridors need to capture new opportunities from better public transport systems and to capitalise on previous investment.*
- *Brownfield redevelopment in town centres (such as New Lynn) and industrial areas is hampered by small land parcels and fragmented ownership.*
- *Completion of Western Ring Route is needed to encourage higher economic growth.*
- *The electricity supply grid needs upgrading to ensure continued certainty of supply.*
- *Northern Strategic Growth Area infrastructure needs to be installed over the next decade.*
- *Waste water disposal capacity of local facilities may constrain some types of development.*
- *Stormwater needs management especially in sensitive catchments.*
- *Broadband accessibility and affordability needs to improve across Waitakere, including rural areas, to enable increased competitiveness.*

Discussion

Waitakere City currently faces a severe shortage of developable business land. However a shift of the Metropolitan Urban Limit to gain approximately 200 hectares of greenfield business land in the Hobsonville Peninsula, Hobsonville Corridor and Massey North areas (Northern Strategic Growth Area (see map page below), will coincide with the completion of the Western Ring Route, linking these areas to the western areas of North Shore City and with Manukau through Waterview. This

will significantly improve the economic development outlook for Waitakere and creates an opportunity for employment growth that surpasses recent trends.



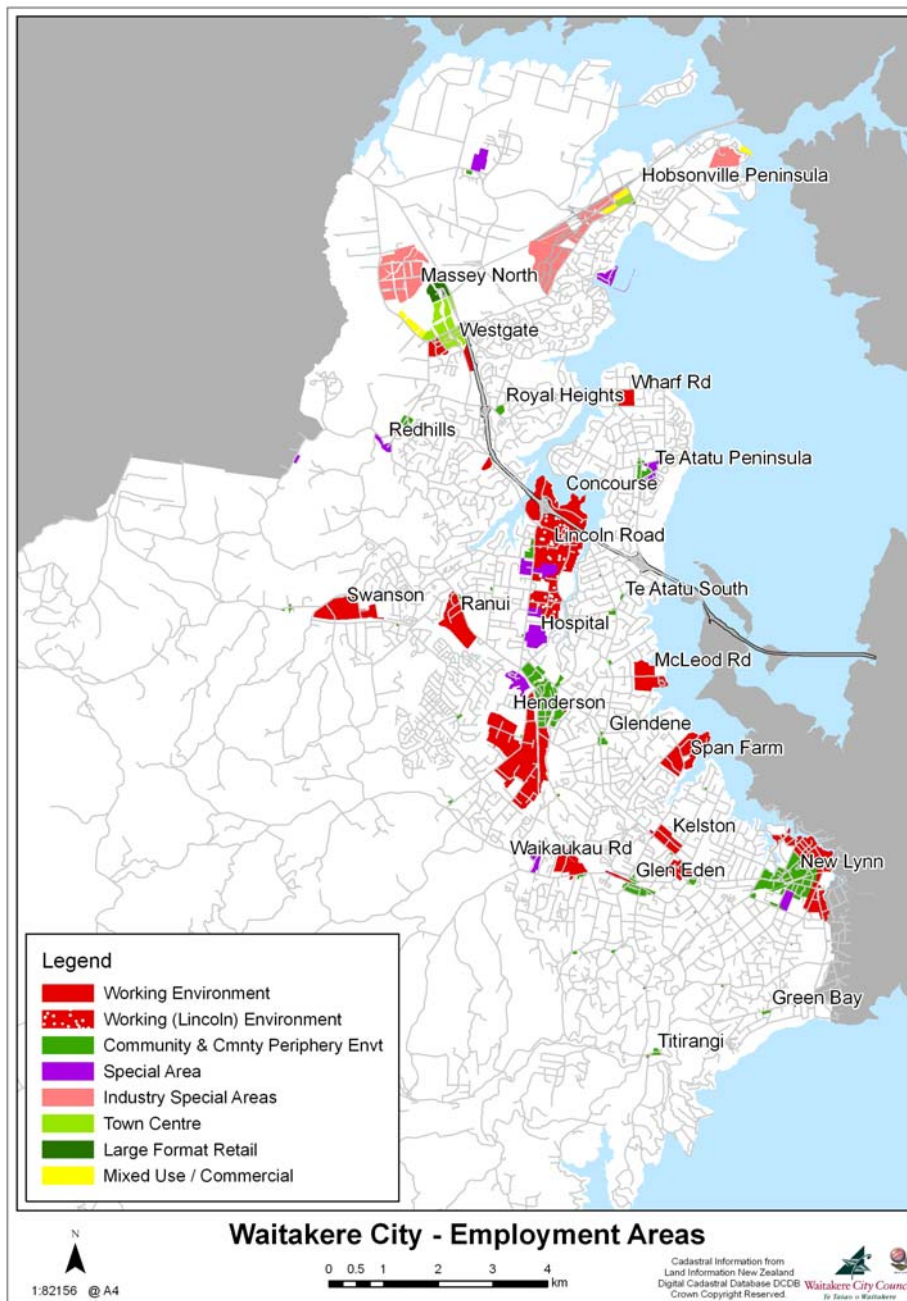
Additionally, to align with the Regional Growth Strategy, Waitakere City’s Growth Management Strategy directs the majority of business and residential growth to occur within the City’s Metropolitan Urban Limit (MUL)². Urban containment brings about efficiencies, vibrancy and urban sustainability. Some brownfield land in Waitakere is currently underutilised on a regional comparison. Intensification and consolidation of business growth in ‘Group 2’³ business types should take place in existing business areas around the three key city centres of Henderson, New Lynn and Westgate. There are significant opportunities for redevelopment of brownfield industrial land around New Lynn and Henderson, but this is being hampered by the difficulties of agglomerating small land parcels into developable sites.

Auckland Regional Policy Statement requires local authorities to include a programme for sequencing the development of areas sufficient to accommodate growth based on a minimum 20 year period. Group 1 business activities cannot intensify in the same way as Group 2 activities, as they are mostly situated in single storey buildings. To provide 20 years of Group 1 capacity, Waitakere is considering zoning further areas of greenfield business land. At expected take-up rates of 25 hectares per year, the Council should have zoned an additional 550 hectares by 2020.

² The Metropolitan Urban Limit is a limit to urban development located at the urban periphery and is determined by the Auckland Regional Council via the Regional Policy Statement.

³ Group 1 businesses are those which require large lots and are primarily in the Wholesale/Distribution, Transport, Storage and Manufacturing sectors. Group 2 businesses are those which are best suited to town centres, can be intensified and generally lend themselves to mixed-use settings. This ‘two pronged’ approach to the demand and supply of business land in Auckland is set out in the Regional Business Location Strategy 2006.

An issue for effective business land use is the capacity to develop potential industry clusters. Clusters are geographic agglomerations of companies, suppliers, service providers and associated institutions in a particular field, linked by similarities or supply chains, which aim to increase productivity through a better flow of information, knowledge and human capital. There are indications that agglomeration is happening in the various business areas of the City, but not at a scale that produces real productivity gains. The potential exists for Waitakere's brownfield land to accommodate higher-value economic activities based on agglomeration, requiring a proactive policy framework for key employment areas.



Businesses looking for quality office and retail environments, will seek to locate in centres where there is a wider range and better mix of uses than currently. Centres with extended hours of use and activity, increased amenity and safety, higher density housing, more sustainable use of transport infrastructure and improvements in the public realm all contribute to attractiveness for

businesses and customers. In the long term it is anticipated that increased amenities (such as open space, retail services, recreation facilities, child care) for employees will become more important.

The health and vitality of Waitakere's three main city centres (Henderson, New Lynn, and Westgate) are critically important to the overall development of the City. The historical purpose of the Henderson town centre needs to be considered in relation to the development of the Lincoln Road precinct. In addition Henderson fulfils a role as the administrative and government centre for Waitakere. New Lynn also fulfils a role as a transport hub and retail centre for a catchment that extends in to the Auckland isthmus.

The consensus arising from business location studies is that access to the Western Ring Route (see map in Appendix A) is currently the most important location factor for businesses, as this enables freight movements, access to markets and employees.

Providing public transport services that are efficient and widely accessible also supports economic activity. Effective public transport frees up road corridors for commercial traffic, and enables greater transport flexibility for students, employees, and sections of the population that do not use private cars. The development of public transport interchanges and hubs in the three major city centres will also encourage activities to locate in them that are "people intensive", rather than "goods intensive".

Providing parking for customers is essential for businesses. Because of the dominance of the retail, distribution and business services sectors in Waitakere's economy, planning around continued use of private cars is still critical, and parking infrastructure should continue to be provided in business areas and retail centres.

A challenge for Waitakere is to enable local businesses to achieve higher-value, export oriented production, as well as higher levels of specialisation in production, and to develop a culture of knowledge creation. One way to support the trend to a weightless economy⁴ is to require increased development of both ICT infrastructure and skills, which in turn will open up new career paths for residents. Waitakere City Council has made significant resources available to increase the uptake of broadband and has developed the Waitakere Information Access Framework.

Increased demand for water supply, stormwater and waste water treatment services from new or expanded economic activities needs to be factored into decisions about City-wide impacts, in terms of consideration of environmental and social costs and benefits.

Energy supply and cost can be important issues for businesses, so increasing the options for renewable energy sources and encouraging greater energy efficiency is part of the mix of infrastructure planning where large land developments are proposed. In addition Waitakere businesses would benefit from expansion of the gas supply grid, and greater security of supply from the national electricity grid that runs through Waitakere.

The non-urban area of Waitakere makes up nearly 70% of the City's area, but only a small portion of economic activity takes there, with the exception of the airbase in Whenuapai, and water supply services in the Ranges. The passage of the Waitakere Ranges Heritage Area Act 2008 preserves

⁴ Economic goods whose ownership cannot be traded or transferred but are simply replicated -such as news, banking , health care advice - where the marketplace is unbounded by geography or time (Danny Quah, *The Weightless Economy in Economic Development*, 1999; Diane Coyle, *The Weightless World*, 1998)

the non-urban character of the Waitakere Ranges. This character, and the area's rich cultural history is highly valued by its communities and could form the basis for increased economic opportunities.

Evidence suggests that many of the land parcels that currently accommodate agricultural businesses in the rural area are too small to return a reasonable profit but the value of the land has risen markedly over the past two decades. As with coastal areas elsewhere, there is a trend for more permanent residents to live in the Heritage Area, alongside traditional seasonal recreation activities, with resulting expectations of greater village functionality and increased services.

With the changing nature of the rural economy, a unique opportunity exists for economic growth in Waitakere and improved wellbeing of its rural communities. Policy direction is necessary to support an increased range of economic activities that are of an appropriate scale and character to enable enjoyment of the heritage features and coastal Waitakere.

Actions

City-wide

1. Encourage increased economic activity in greenfield and brownfield land, informed by a Business Areas Plan, which will:
 - Be based on robust analysis of competitive advantages and projections for the local economy and long term functionality of key employment areas.
 - Promote New Lynn, Henderson and Westgate city centres as regional economic growth nodes;
 - Guide development of local centres and growth corridors to align with these key employment areas and ensure they function as a network.
 - Enable and protect the potential for economic development opportunities along the Western Ring Route.
 - Support the potential for industrial agglomerations, and shared input-output resource systems, where suitable.
 - Recommend District Plan changes to support better functioning of business areas and redevelopment of specific areas.
2. Monitor the supply and demand of business land to ensure the supply of business land is aligned with regional plans and sufficient to fulfill demand over a 20 year planning period.
3. Encourage mixed use in centres and corridors to facilitate local economic activity and intensified use of urban space.
4. Promote the Western Ring Route as a "business route", to be the spine of Waitakere business areas, and facilitate effective supply chains and linkages and enable freight priority.

City centres and business areas

5. Develop and redevelop city centres and business areas to improve attractiveness, safety and character, to support entrepreneurial activity, and to provide certainty for business investment. In particular:
 - Determine appropriate infrastructure interventions to support continued economic growth in Henderson – Lincoln as a regional centre
 - Capitalise on economic opportunities arising from completion of New Lynn transport projects
 - Plan, fund and develop infrastructure for the Northern Strategic Growth Area.
6. Improve connections between Waitakere's city centres and local centres and with other regional centres.
7. Provide parking, passenger transport, and personal and businesses services to attract employees and customers to centres and business areas.
8. Advocate for increased public transport access to facilities such as schools, learning precincts, employment places, parks and open spaces.
9. Encourage development of a tertiary education precinct in Henderson or in other areas such as Westgate.
10. Advocate for improved access to communication technologies such as broadband.
11. Advocate for and support increased energy supply security to give greater economic confidence to Waitakere businesses and support productivity gains.
12. Promote more efficient use of water infrastructure and encourage the use of demand management measures.
13. Encourage greenhouse gas emissions reductions through supporting local opportunities to work, live and play locally.

Rural Waitakere

14. Develop a Rural Economic Activities Plan, that will:
 - Facilitate development of appropriate commercial activity in the Waitakere Ranges Heritage Area that is sensitive to the special nature of the area
 - Enable rural communities to realise economic potential while retaining connectedness and promoting natural and cultural heritage, character and recreation resources
 - Identify appropriate economic activity in place-based plans and policies to be supported by Council advocacy, regulation and services.

15. Provide infrastructure that supports rural economic activity consistent with the retention of local heritage character.

Strategic Outcome

Local economic growth is maximised by integrated planning, investment, and utilisation of land and infrastructure,

Success Measures

- Amount of available business land relative to forecast business needs.
- Percentage increase in both the number of businesses, and the regional share of businesses located in Waitakere.
- Increase in the number of new businesses and employment in defined key employment areas.
- Increase in the number of new businesses and employment in rural areas.
- Shift in the modal split between public and private transport, towards greater use of public transport, particularly for the journey to work.
- Percentage take up of broadband communications.

Related Strategies, Policies, Plans and Programmes

Growth Management Strategy, Transport Strategy, Environment Strategy, proposed Business Areas Plan, proposed Rural Economic Activities Plan, Heritage Strategy, West Coast Plan, Project Twin Streams, Waitakere City District Plan, Waitakere Information Access Strategy, Business Investment Marketing Plan.

Theme 2 ~ People

Objective

Provide opportunities for greater participation and a higher skilled, more productive community.

Issues

- *Increases in local jobs need to keep pace with or exceed projected population growth of 2 percent per year.*
- *Currently one in five of residents over 15 have no qualifications and a relatively low proportion have tertiary qualifications.*
- *Some disadvantaged communities are under-achieving educationally.*
- *Educational institutions and programmes need to be responsive to labour market demand.*
- *Increasing residents' participation in lifelong learning may be affected by insufficient access to broadband and local learning centres.*
- *Local job opportunities do not provide sufficient employment for the number of managerial and professional residents.*
- *Some population groups have difficulty finding enough work, or the right kind of work, either as employees or entrepreneurs.*
- *Median household incomes are below regional figures and income disparity is increasing.*

Discussion

One of the purposes of this Strategy is to improve economic wellbeing by improving the capacity of the Waitakere community to be economically productive and to encourage participation in economic activities. This requires improving skill levels through education and training. Understanding the needs of the current and future population includes matching skills used in the workforce with the skills that people have. Labour and skill shortages have until recently been a major problem for firms⁵ in the face of high labour market participation rates and very low unemployment rates.

Linking Waitakere's industries to skilled residents is an important foundation stone of sustainable development. Understanding industries' skills needs requires good communication processes supported by business networks. Innovation and productivity increases require businesses to

⁵ Approximately 30% of skilled jobs vacancies were unable to be filled in 2007.

proactively identify skills needs. The sheer volume of (mostly small) business units in Waitakere makes communicating industry skills needs difficult, but more specific information from them will help to develop more responsive education delivery models that ensure that the respective demands of employers and potential employees are recognised and acted upon⁶. Greater knowledge of the types of jobs created in relation to the existing employment needs of the community will enable a framework that ensures a better fit of jobs to people.⁷

Developing a skills chapter of Waitakere's Learning Plan involves gathering information about⁸:

- The local knowledge base
- The key sectors in the region and in the local economy – and global trends in these sectors
- The skills gaps in these sectors
- Whether talented people are coming to the City to work or leaving to work elsewhere.

To participate in the knowledge economy, Waitakere must become a place where learning is valued highly, with an orientation to learning in whatever form, for all people, of all ages. Unitec's expansion into Henderson has filled an important gap in education provision but skills gaps currently indicate there is room for increased tertiary education provision. Although Waitakere currently has an above average proportion of technicians and trade workers, research suggests there is an immediate and ongoing need to train more people in trades based careers and to include a greater proportion of Maori, Pacific and migrant residents. However, if greater economic growth is expected from higher value-added and niche industries, a focus on a wider range of skills than just trades, is essential. Increasing economic productivity includes increasing the proportion of the local population with skills in each occupational group. At present it is the professional and managerial jobs that are the least provided for in the City.

While the proportion of residents with qualifications is increasing, the third of Waitakere's population that has minimal or no qualifications, and the increase in the proportion of the population with low incomes⁹, create significant issues for the current and long term wellbeing of the community. Capacity development programmes are needed to improve these statistics. Added to this issue is the impact of a global recession, when often less skilled people are more vulnerable in industry retrenchment.

The City needs to provide outstanding educational facilities at all levels. This is not just about the appearances of the facilities, but also about a combination of success indicators such as student attendance and attainment levels, teacher and student turnover, parent and community support, roll stability, range of extra programmes, transition programmes, location of the facilities (including transport and parking), and the professional development of teachers.

Some communities in lower socio-economic areas are at risk of being left behind in the new knowledge economy. The particular needs of disadvantaged people and areas of deprivation should be better recognised in Council decisions. In seeking jobs in the "high value added" category, the City must also grow the population's basic employment skills – language, literacy and numeracy. In particular, a high proportion of Maori and Pacific residents with low literacy and

6 APR Consultants, Review of Tertiary Education Needs in North and West Auckland, 2007.

7 Blakely and Bradshaw, Planning Local Economic Development: Theory and Practice, Sage Publications, 2002

8 OECD, Capacity Building Seminar for Partnerships: Designing and Delivering Skills Strategies for Cities, June 2008.

9 During the period between 1986 and 2006

numeracy skills may need focused attention to increase their level of access to quality employment.

Successful immigrant settlement in Waitakere needs to be supported by greater connections to enterprise development and skills development programmes. Encouraging greater economic participation for immigrants will contribute to economic growth as well as enhancing social cohesion.

Providing quality local jobs is especially important for Waitakere's youth, because of their relative high proportion of the population. The continuing growth of this group is similar to Auckland City and North Shore City which have seen a consistent net increase of 15-24 year olds over the past 10 years. However Waitakere has a greater percentage of youth not engaged in education, employment or training.

Addressing these capacity and skills development issues requires collaborative efforts by many stakeholders.

Actions

1. Develop and promote the implementation of the Skills Chapter of the Waitakere Learning Plan, to:
 - Improve information flows within the local labour market, by finding out current skills gaps
 - Promote employment of local people
 - Increase access of residents to career pathways and employment opportunities
 - Encourage residents to participate in entrepreneurial activity and become more productive.
2. Focus employment advocacy on identified growth sectors and future-proofed businesses.
3. Respond to the effects of a long term global economic recession by encouraging an increase in participation in the labour market (especially vulnerable residents and low-skilled workers) through advocating more re-skilling opportunities, entrepreneurial activity, micro enterprise, involvement in social enterprise, mentoring.
4. Pursue options for tertiary education provision and lifelong learning opportunities and increase provision of employment focused training through Waitakere Enterprise, Unitec and other tertiary education providers.
5. Support secondary education opportunities and collaboration that encourages students' career development and leads to entrepreneurial activity; advocate schools as an option for tertiary programme delivery; support local schools through effective public transport options.
6. Support funding and advocate for availability of the Gateway Programme, "Achieving at Waitakere" and apprenticeships; facilitate employment linkages with schools and students; advocate for specific solutions for poor and high academic achievers; support and promote work of the Waitakere Education Sector Trust.

7. Pursue options for Maori and Pacific residents that increase participation in education to improve lifelong career development.
8. Ensure migrant attraction contributes to economic development and improve access of immigrants to information, training and business skills development.
9. Support a network of Community Hubs¹⁰ as shared community facilities for enterprise and skills development, encouraging use of digital technologies and located within neighbourhoods, such as collaboration with Hoani Waititi Marae, Waipareira Trust, Corban Estate Arts Centre.
10. Encourage community capacity building programmes and initiatives that emphasise economic participation and independence; (build on work of Project Twin Streams and other initiatives).
11. Coordinate with national and regional partners to develop and promote a Waitakere skills profile; and increase awareness of global trends in key economic sectors and emerging regional skills gaps.

Strategic Outcome

People have better educational and skill levels, are more engaged in productive work and enjoy a higher standard of living.

Success Measures

- Percentage increase in median household income.
- Percentage increase in income for disadvantaged population groups.
- Percentage decrease in population with low incomes.
- Percentage decrease in youth not engaged in education, employment or training (NEET score).
- Percentage increase in educational attainment in compulsory and post-compulsory education.
- Percentage increase in adults with higher qualifications by ethnic group.

Related Strategies, Policies, Plans and Programmes

Social Wellbeing Strategy, Maori Economic Wellbeing Plan, Pacific Plan, Waitakere Learning Plan (proposed Skills chapter), Unitec MoU, Social Infrastructure Framework, Learning Centre programme.

¹⁰ Centres where various community services are available, usually in public buildings

Theme 3 ~ Enterprise Development

Objective

Encourage enterprises that embrace innovation and provide quality local jobs, high value production, international competitiveness and sustainable economic growth.

Issues

- *More businesses are needed in Waitakere to employ the City's growing labour force.*
- *Existing businesses need to develop greater resilience to withstand an increasingly volatile economic environment.*
- *Small and medium sized businesses need opportunities for growth and networking, building on local connections and access to information.*
- *Growing industries need improved access to investment capital, currently in short supply.*
- *Skills shortages and low productivity, along with management or leadership gaps, are limiting business growth.*
- *Businesses need encouragement to realise opportunities to use sustainable, environmental technology.*
- *Environmental goal to reduce per capita greenhouse gas emissions to one tonne per year may affect growth of some industries.*

Discussion

Competitive local businesses are important to economic prosperity because they provide employment and income to local residents that support their standard of living. There are currently more than 15,000 business units in the City. Waitakere is largely a City of small enterprises (SMEs), with approximately 90% employing less than five people. The 1% of enterprises that employ more than 50 people, provide 25% of the jobs. Enterprise development must address the distinct needs of each.

For many Waitakere residents self-employment is attractive. There is a mix of necessity and lifestyle entrepreneurs. While important to the economy as a whole, these businesses do not typically have growth aspirations which may be due to lack of time to gather necessary growth planning skills. In these cases, supporting growth of such businesses could unlock latent local economic growth and encourage a culture of innovation. Successful local companies can provide help to other local businesses that have significant growth potential through participation in growth mentoring and networking.

Many businesses with growth potential are capital constrained and most SMEs have weak market research capability. Entrepreneurs and innovators need to have the right conditions to successfully commercialise their ideas. The Auckland region has a good reputation for creating business ideas and opportunities but is not so good at creating new product-market combinations¹¹. Supporting the commercialisation of ideas by local companies is necessary to capture the potential for growth of the Waitakere economy.

With an increasingly diverse community and a focus on community connectedness, the economic participation of immigrant communities needs to be improved. It is important immigrants are aware of and connected to business support resources including business networks. An education sector responsive to immigrants' particular needs is crucial to their economic independence and the strength of the whole economy.

A feature of the enterprise culture of Waitakere is the presence of a close knit business community and its ties to the area's history and communities. Many of these businesses are usually strongly influenced by the abilities, values and personalities of individual entrepreneurs within the company and commitment to the local community. This advantage must be nurtured.

Improved productivity

Improving productivity is a key issue. Labour productivity has skills, business process, technology, management capability and organisational culture dimensions. Land productivity improvements arising from intensified land use is an outcome sought from Waitakere planning efforts.

The current global financial crisis will increase attention on improving productivity. A readiness to re-tool and innovate in existing industries is part of a resilient approach.

Increasing innovation: networks, institutions, information

Innovation is a collaborative process as well as an individual one. An increase in the number of business connections in a locality can greatly increase the innovation levels of individual companies and industry sectors. Many profitable business innovations involve commercialising and adapting existing "middle technologies" rather than high risk/longer payback "high technologies". Such innovations often do not require extensive external input, rather the certainty of an enabling environment and an accessible business development agency. The availability of business information is critical. Networking to add value to this information flow could help cluster development.

Green technology and green jobs¹²

Worldwide attention on the economic opportunities arising from green technology¹³ is of keen interest to Waitakere, for instance in local food and plant production, sustainable construction practices and sustainable energy industries. Energy supply to growing numbers of businesses is affected by the constraints of the national grid and therefore innovation in wind and solar energy and energy efficient products are current opportunities. Project Twin Streams provides avenues to grow green jobs at a community level.

¹¹ The Entrepreneurial Advantage Of World Cities: Evidence from Global Entrepreneurship Monitor Data, SCALES-initiative (Scientific Analysis of Entrepreneurship and SMEs), as part of the 'SMEs and Entrepreneurship programme' financed by the Netherlands Ministry of Economic Affairs, August 2008.

¹² Green jobs are defined by the Ministry for the Environment as "employment opportunities in sectors with good environmental outcomes"

¹³ The field of "green technology" encompasses a continuously evolving group of methods and materials, from techniques for resource recovery, generating energy from sustainable sources to non-toxic cleaning products.

Export businesses

Relatively few businesses export and changing this is a national priority. Many businesses with export potential could benefit from intensive coaching and connectivity and the potential pay off is high. Most that are internationally competitive have a specific advantage typically related to technology, research and development and/or design capability. Where these advantages are linked to the Council's land use or infrastructure decisions, it is important for the Council planning to understand and not close off these advantages.

Sustainability best practice

For sustainability to be of transformational economic scale, business must be engaged from a "key business drivers" perspective. Specialist advice and networks are essential components, as are business precincts that provide marketable factors for both businesses and are supported by the community, in terms of the eco city vision. Coordination between the Council, Waitakere Enterprise and other agencies is needed to provide efficient, catalysing support that promotes this component of economic activity. This could also inform sector and cluster development potential.

Sector and cluster development

Ongoing research is needed to identify sector and cluster strengths in Waitakere to inform current and future spatial planning and what interventions (if any) are within the Council's mandate. This would positively influence growth within companies and industries currently in Waitakere and also enable a platform to attract inward investment of a similar nature. The main reasons why the Council would seek to facilitate growth in an industry sector are:

- | | |
|--|---|
| <p>1. To enable increased:</p> <ul style="list-style-type: none">• Job creation at a sustainable rate• Skills development in a range of sectors• Inward investment and economic activity• Market share and diversification• Export development and innovation• Resilience to external shocks. | <p>2. To use comparative/competitive advantages:</p> <ul style="list-style-type: none">• Human capital (skills)• Intellectual property• Physical endowments• Historical strengths• High growth/high value products or services• Areas of high growth or high return. |
|--|---|

Tourism

Tourism requires specific consideration because of the potential of its promotion and activity to improve the marketing prospects for the local economy. Tourism has been low key in Waitakere despite having many of the main attractors for visitors – landscape and coastal environments¹⁴. The Council could facilitate greater investment to help the local tourism sector grow. This would have benefits beyond the tourism sector to the high (and growing) proportion of small-medium enterprises and to Waitakere's other growth sectors. There could also be significant trickle-down effects on the wider economy such as attracting and retaining talented people.

Actions

1. Support and promote Waitakere Enterprise, which is the Council's primary interface with business in activities such as:
 - Developing a local investment capital fund

¹⁴ ARC, Industry Snapshot for the Auckland Region: The Tourism Sector, March 2009

- Running skills development and business training programmes addressing specific skills gaps (informed by the Skills Chapter of the Waitakere Learning Plan)
 - Providing specific support for businesses and occupations affected by the recession
 - Providing business support, information and networking for all sectors and nurturing businesses from start up onwards
 - Providing business support to encourage growth of rural business and tourism businesses to widen the local economic base
 - Providing information and support to enhance business productivity
 - Keeping abreast of and sharing research relevant to business.
2. Develop a joint advisory service between Waitakere Enterprise, the Sustainable Business Network and EcoMatters Environment Trust¹⁵ to provide sustainability and efficiency expertise to Waitakere businesses and support Waitakere's sustainable development.
 3. Enhance capacity for innovation at all levels through a "Waitakere Innovation Action Plan"; to seek out and nurture local innovators; encourage sustainability principles in innovation; support increased innovation in existing businesses; and encourage community innovation processes.
 4. Implement the Business Improvement Districts policy and identify initiatives that increase resilience in the retail sector.
 5. Facilitate cluster development to capitalise on Waitakere's comparative advantages as an eco city and experience with sustainability initiatives.
 6. Conduct ongoing sector research and evaluate specific sector support programmes to inform current and future land use planning.

Strategic Outcome

Enterprises are strengthened, capitalise on local unique characteristics, and demonstrate resilience, innovation, local commitment and environmental responsiveness.

Success Measures

- Percentage increase in Waitakere share of regional GDP.
- Productivity (GDP per FTE) increases to national levels.
- Waitakere Enterprise achieves increased satisfaction ratings from business clients.

15 Such as sustainability advice to businesses and encourage resource recovery in areas of development (e.g. NorSGA)

Related Strategies, Policies, Plans and Programmes

Proposed Skills Chapter: Waitakere Learning Plan, proposed Tourism Action Plan, proposed Rural Economic Activities Plan, proposed Sector & Cluster Policy, draft Creative & Cultural Industries Plan, proposed Innovation Action Plan, Project Twin Streams, draft Energy & Climate Change Action Plan, Waitakere Enterprise Statement of Intent.

Theme 4 ~ Profile

Objective

Support activities that enhance Waitakere's profile and proactively market Waitakere.

Issues

- *Waitakere Ranges and West Coast have unrealised marketing profile and regional value.*
- *Eco city vision and sustainability goals need to be understood as being compatible with being "open for business".*
- *Business investment marketing needs to be supported by improved perceptions of quality of place.*
- *Negative perceptions of Waitakere impact on economic wellbeing.*
- *Henderson (a regional centre) and significant developments in northern Waitakere need increased regional and national profile.*
- *Private provision of infrastructure for tourism is lacking and public investment not high.*
- *The Council has limited ability to increase amenity and support quality visitor experiences.*
- *International relationships could be leveraged more to promote Waitakere's attractions and provide a competitive advantage for business investment.*

Discussion

Waitakere's natural attractions of bush, beaches and rural activities have long been a regionally significant feature and are a prominent natural asset underpinning the Council's sustainable development philosophy. This has been expressed in the eco city vision, which is now well-established and respected. There is some expectation the vision will be applied in the Council's place-making decisions. However defining the Waitakere identity and explaining the attributes of the vision is necessary to position the economy accurately in the regional context. Strong local support for this identity needs to be better promoted, including profiling the existing positive reputation more assertively such as around eco city, creativity, natural assets and community building.

Eco-tourism and cultural economic development are niche sectors that fit Waitakere's economic profile better than many other places. Business concepts that have been considered are numerous, ranging from rural walkways on private land to marae and Pacific homestays.

The adoption by the Auckland Regional Council of the case for tourism investment in “Bringing the World to Auckland” provides a base for a Waitakere Tourism Action Plan. The government sees tourism as an important regional activity and Waitakere needs to be a part of regional promotion opportunities.

Development of the tourism sector through a Tourism Action Plan is a priority action in this Strategy, especially as greater investment in this sector now is necessary to capture the growth potential for the economy. Work is continuing on developing a visitor strategy for the Waitakere Ranges, and at the same time the potential for expanding options for rural economic activities in the foothills is being investigated¹⁶. Both of these investigations may significantly influence the capacity for economic development in Waitakere. However low key tourism infrastructure investment by the private sector (hotels, cafes, attractions) is currently a major constraint to growth. There is also a continuing role for public sector investment in this area.

Because some of the main attractions for visitors are in sensitive environmental areas with national significance and protection there are various perspectives¹⁷ about the extent and approach to encouraging tourism and the positioning of Waitakere tourism within regional destination promotion. This may have overshadowed other attractors in Waitakere that exist in growing sectors of the economy such as the film, marine, cultural and creative sectors, are yet to feature significantly in the regional context.

The Council’s Business Investment Marketing strategy sends out a clear message that Waitakere is “open for business”, with an associated focus on business-friendly responses from the Council. This is a joint effort by the Council and Waitakere Enterprise and is strongly linked with providing additional business-zoned land and development around the Western Ring Route.

When inviting businesses to invest in Waitakere there is more on offer than just strategically placed business land. Increasingly important for attracting business now is the pool of local skilled workers. Schools, residential areas, town centres, natural attractions, events, and community pride are also under the spotlight when Waitakere is being marketed to business. Attracting talented people is affected by the quality of the built and natural environment that provides people with “places where they can find not just a job, but lots of opportunities”¹⁸.

Different perceptions of quality of life in Waitakere¹⁹ need to be further investigated, as the pride that businesses, communities and individuals have in their City is the backbone of profile and marketing initiatives. Unfairly held perceptions of Waitakere can damage the City’s economic prospects and the Council’s leadership in promoting the City provides an essential input to the business marketing effort.

Town centres periodically undergo revitalisation programmes to respond to community and business needs, sometimes with the help of business associations and other agencies. Because town centres are focal points for new and existing business investors, the mix of elements that make up a vibrant town centre will be compared to other town centres in the region. When vibrancy is seen by investors as insufficient to attract employees and customers, this becomes an issue for Waitakere to resolve, alongside partners and the business community. The West Auckland Trusts is strongly associated with local ownership and community development and yet has arguably

16 Rural economic development in the Foothills is addressed under the Place and Enterprise Development actions

17 Such as perspectives of rural landowners (primarily the regional council and private owners) in the Waitakere Ranges and Foothills

18 Greg Clark, ‘Cities, Openness, and the Competitive Advantage of Diversity’ Background Paper for the Metro Project, 2006.

19 Quality of Life survey (2007) and Community Outcomes Report (2008)

been slow to cater for high quality restaurants and venues in Waitakere's town centres. This has affected the range and availability of local places to go for many years. Making Waitakere's unique attractions relevant in the regional economy includes cultural and heritage icons being incorporated into public spaces and commercial developments.

Waitakere's events policy focuses on 'doing fewer events better'. A greater degree of integration of Waitakere's events and attractions with the regional Visit Auckland campaign would provide a better definition of Waitakere's strategic profile. The somewhat limited capacity of Waitakere's hard and soft tourism infrastructure has not encouraged greater regional integration. However, Waitakere's role in major events of a regional or national scale, such as the Rugby World Cup 2011, proposed music events and international relations activities can be used to build tourism infrastructure. Waitakere's growing ethnic diversity and international relationships could be a basis to develop bigger events using City promotion collateral.

The Auckland Regional Amenities Funding Act 2008 places financial obligations on Waitakere City Council to help regional activities for which local benefits could be leveraged, perhaps through combined regional and local leisure activities and events. The establishment of The Trusts Stadium has significantly altered perceptions of Waitakere as an event destination and further work needs to be done to capture the effects of such infrastructure.

Community activities have developed in Waitakere through several capacity building projects such as the Ranui Action Plan, Massey Matters and the Kelston Community Trust. Such bottom-up community development is addressing fundamental issues such as health and education needs and encourages economic independence at the same time working on the more complex issue of "civic pride".

Actions

1. Promote Waitakere to visitors, investors and the community through implementing Waitakere's Events Strategy and developing a Visitor Strategy.
2. Promote the positive aspects of Waitakere's identity and express the current values, aspirations, strengths and diversity of communities in relation to economic wellbeing.
3. Implement the Business Investment Marketing Plan and evaluate and review it annually.
4. Address barriers and opportunities for increased tourism activity through a Tourism Action Plan.
5. Implement the International Relations Framework to leverage increased local economic wellbeing.
6. Publicise business and innovation success stories in Waitakere.
7. Promote the economic value of community, cultural and recreation assets and quality schooling, which all contribute to a positive Waitakere reputation.
8. Investigate options to support appropriate economic activities in non-urban areas.

9. Ensure the Council's processes actively encourage the perception of Waitakere as a great place to locate and conduct business.
10. Utilise Waitakere's international reputation in the film industry to profile the City.
11. Maintain an informative and engaging Council website.

Strategic Outcome

Waitakere has a great reputation that attracts businesses, visitors and worldwide attention, provides a competitive advantage and strengthens community pride.

Success Measures

- Percentage increase in new business investment.
- Percentage increase in visitors (guest bed nights).
- Increase in positive perceptions of Waitakere as a business location.
- Improvement in Waitakere's eco city brand awareness.
- Improvement in residents' support of the Council with regard to the City's reputation and brand.
- Improvement in performance indicators of significant events.

Related Strategies, Policies, Plans and Programmes

Business Investment Marketing Plan, proposed Tourism Action Plan, International Relations Framework, draft Parks and Open Space Strategy, Events Strategy, proposed Creative Industries Plan.

Theme 5 ~ Partnering

Objective

Improve the Council's responsiveness to business, and the alignment of resources and objectives of other stakeholders, to achieve Waitakere's economic wellbeing goals.

Issues

- *Council needs to provide timely, consistent, fair and affordable services to the business community.*
- *Greater collaboration with key stakeholders and community organisations is necessary to improve coordination of resources and roles, maximising the Council's competitive advantage in partnering established over a number of years.*
- *Because many local economic wellbeing outcomes are dependent on delivery of regional and national projects, the Council needs better collaboration with the relevant agencies.*
- *Difficulties can arise with governance and accountability issues when seeking to align the eco city vision with partners and other agencies.*
- *The City's ethnic communities could be making a greater contribution to the local economy with better engagement mechanisms.*

Discussion

The Council has several different roles to play in facilitating economic growth such as through its regulatory and policy framework that guides land use decisions, its purchasing power as a local economic actor, its collation and sharing of information relevant to commercial activities and through its funding of Council-controlled organisations. These roles need to be played effectively and efficiently by the Council in response to need and the desire for growth, and to support economic opportunities and respect sustainable resource allocation limits.

The Council continually strives to improve the responsiveness of its processes relevant to economic activity in order to support business investment and development across the City. However, there may be reason to believe the Council's effects based District Plan, as distinct from traditionally more prescriptive plans, may cause delays in consent processes with subsequent negative impacts on some aspects of economic development.

The Council has established Council-controlled organisations to facilitate economic development. These include Waitakere Properties Limited developing strategic land and buildings and Waitakere Enterprise developing the capacity of enterprises and people through various training and business

facilitation programmes. Some important facilities only exist in Waitakere now because of the work of these agencies. Examples include the Henderson Film Studios, Hobsonville marine precinct, and the Waitakere Central Business Park.

While the Council and its Council-controlled organisations are able to provide some elements of what's needed for a sustainable economy, other key stakeholders are inextricably involved. However, because they have separate mandates for action and collaboration, it can be difficult to ensure the desired outcomes are achieved when multiple agencies are involved.

The Local Government Act 2002 strengthens opportunities for collaboration and encourages a range of agencies including central government (regionally and nationally) to contribute as partners to local government led processes that enhance community outcomes.

In the spirit of this legislation the Council has put the eco city vision into effect for economic wellbeing by collaborating extensively with community and private organisations to achieve community outcomes such as with the Sustainable Business Network and Beacon Pathway Ltd. and in providing support and advice to local businesses to adopt sustainable business practices. In fact, forming partnering arrangements and innovative approaches to community development has been recognised as the "Waitakere Way" for some time.

The Council has the potential to increase collaboration and partnerships and to improve resource allocation and information sharing²⁰. Partnering offers the ability to leverage the resources (financial and non-financial) of others and often means creative new ways can be found to achieve the City's goal to be a 'liveable, sustainable and resilient' place²¹. Without partnering, many of the programmes, projects and improvements to the City would likely be unaffordable, particularly in the current global financial situation.

Cooperation between the West Auckland Trusts and the Council has already produced significant outcomes such as the Trusts Stadium. A higher level of co-operation has the potential to further improve the options for development of town centres and community assets. While there are clearly separate mandates for the two parties, a strategic approach to identifying areas of alignment, for both social and economic wellbeing strategy actions, would help guide decision making.

In recognising other partners and organisations are key to achieving many of the City's outcomes, the Council acknowledges the importance of supporting, assisting and empowering organisations for reasons other than financial.. These other positive elements often concern relationships and sometimes intangible aspects of partnering critical to success.

In other areas such as promoting a positive profile of the City, attracting investors, jobs, new residents and addressing critical skills gaps, the Council can be a facilitator and show leadership where appropriate. Consultation on this Strategy also reinforced the expectation from stakeholders that it was essential for the Council to continue to provide strong visionary leadership for the local area, as the Council was the only organisation mandated to promote the total wellbeing of its particular community.

20 MSD, Good Practice Guide for Working with Local Government, April 2005

21 Waitakere City Council, Partnering Policy and Practices (draft), October 2008

This Strategy is intended to provide a platform for key economic actors in Waitakere, including the Council, to take a much more strategic approach to collaboration using agreed processes and mechanisms.

Actions

1. Ensure the Council's regulatory functions support business activity and development.
2. Strengthen and streamline Council processes that support business attraction and retention such as financial and rating policies.
3. Strengthen the Council's procurement policy to support sustainable outcomes and partnering opportunities.
4. Ensure that the Council's analysis and decisions recognise the functional economy crosses over local government's administrative boundaries.
5. Enhance content and availability of business intelligence, to help long term investment decisions.
6. Support the Council-controlled organisations (Waitakere Enterprise, Waitakere Properties) and partners to maximise impact on local economic resilience and wellbeing.
7. Reinforce positive steps that Waitakere Enterprise and the Council have taken in supporting environmentally innovative practices in a range of organisations, and encourage their application more widely across the Council's own activities.
8. Advocate to government to support sustainable economic activity throughout Waitakere.
9. Continue to develop effective partnering arrangements with economic partners and evaluate the outcomes.
10. Support actions arising under the Maori Economic Wellbeing Plan and the Pacific Plan that strengthen the contribution of Maori and Pacific people to the local and regional economy.
11. Support a greater economic role of minorities and disadvantaged communities, to help them fully participate in the economy.
12. Develop collaborative investment and development mechanisms for city centres and business areas, including Business Improvement Districts.
13. Collaborate with the community and other stakeholders on the development of rural economic activities.
14. Cooperate with funding entities, such as the West Auckland Trusts, on effective funding and investment aligned with the Council's strategic direction.
15. Coordinate resources between agencies to enhance joint research, policy and planning to resolve economic wellbeing issues.

Strategic Outcome

Waitakere's economic wellbeing is enhanced by effective collaboration between private and public agencies and by a policy and regulatory framework that encourages innovative and sustainable economic activities.

Success Measures

- Increase in businesses' perception of the Council as supportive of business.
- Increase in external funding from government agencies spent in Waitakere.
- Increase in number of formal partnering arrangements with the Council.

Related Strategies, Policies, Plans and Programmes

Growth Management Strategy, Social Wellbeing Strategy, Resource Management & Compliance Activity Plans, Development Contributions Policy, Revenue & Financing Policy, Partnerships with the Private Sector Policy, Memoranda of Understanding.

Implementation

Principles for achieving economic wellbeing outcomes

The overall principle of this Strategy is sustainable economic development, which requires consideration of the broad, long term impacts of increased economic activity on the wellbeing of current and future generations, compatible with the values and needs of the community members. This approach involves a number of other principles that assist the implementation of this Strategy.

Economic Gardening

Sustainable economic development results from 'gardening' the community's existing resources and capital, as well as attracting new investment and developing new technologies and jobs. Economic gardening works by building capacity at the grass roots level, nurturing existing small to medium enterprises, celebrating the 'tall poppies' and being prepared for changing circumstances.

Capability and capacity

Growing people's capability leads to increased productivity, innovation, business performance and quality employment. Enabling community members to enjoy greater prosperity and quality of life allows community members to take advantage of opportunities and be resilient to negative pressures. Treaty partnering and community development initiatives provide a strong basis for more active engagement in building capacity.

Collaboration and clustering

Collaboration and clustering of small-medium enterprises to take advantage of Waitakere's comparative or competitive advantages can help their economic resilience and international competitiveness. In some circumstances the Council and its agencies can help with this process.

Celebrating advantage and success

The City's businesses need to continuously enhance their competitive advantages to maintain and improve their resilience to international competition. The City's comparative advantages need to be understood and captured for the benefit of local businesses and their employees and customers. Promotional and networking opportunities are an important part of helping the development of a cohesive business sector in the City.

Responsiveness

The Strategy provides a guide to implementation. Regular review and monitoring need to occur to keep the implementation plans responsive to the external environment.

Leadership

Many implementation processes require action by actors other than the Council. The Council's role in leadership, advocacy and promotion is critical in facilitating these actions.

Implementation of Priority Actions - Collaboration Matrix

The priority actions from the Strategy have been identified and aligned with the roles of some of the key stakeholders to show where collaboration is required. This is set out in the collaboration matrix below.

	Priority Actions	Strategy implementation agency			External policy or delivery agency					
		WCC	WE	WPL	ARC Ak +	Unitec TEC	MoE	DoL MSD	MoT MfE	MED NZTE
1.	Develop Business Areas Plan				✓				✓	✓
2.	Monitor land supply/demand				✓				✓	✓
3.	Increase public transport access				✓				✓	
4.	Promote Western Ring Route as business route								✓	
5.	Progress urban development projects				✓				✓	✓
6.	Develop Rural Economic Activities Plan				✓				✓	✓
7.	Establish Skills Chapter in Learning Plan					✓	✓	✓		✓
8.	Pursue options for tertiary education					✓	✓	✓		
9.	Develop community hubs network				✓	✓	✓	✓		
10.	Support & promote WE as primary business interface				✓					✓
11.	Develop an Innovation Action Plan				✓	✓	✓	✓		✓
12.	Define sector support programmes				✓					✓
13.	Promote Waitakere's assets				✓				✓	✓
14.	Promote positive aspects of Waitakere's identity				✓	✓	✓	✓	✓	✓
15.	Develop a Tourism Action Plan				✓	✓			✓	✓
16.	Ensure Council processes support business activity				✓					✓
17.	Advocate to government to support Waitakere's economic development				✓	✓	✓	✓	✓	✓
18.	Cooperate with partners to align strategic direction				✓	✓	✓	✓	✓	✓
19.	Coordinate resources to resolve economic wellbeing issues				✓	✓	✓	✓	✓	✓

Coordination with local, regional and national strategies

Collaborative, community focused methods of developing and implementing public policy, which have come to be known as the “Waitakere Way”, have become a mainstream approach to public policy in New Zealand. The Local Government Act 2002 has established this way of working in statute. It is epitomised by shared work programmes, collaboration based on community need, long term strategic planning and projects focused on building resilience in communities.

Part of this process has been the integration of high level plans across the Council and across and region.

Waitakere Strategies

The Council’s overall Strategic Framework is made up of seven strategies. The key areas of alignment are based on common issues, detailed below:.

Social Wellbeing Strategy – supporting the linkages between education and economic participation; using community hubs to encourage skills development and micro enterprise and strengthening local networks

Growth Management Strategy – concept planning of new and existing urban areas; supplying business land based on projected demand; providing local jobs to meet population growth

Environmental Strategy– encouraging business developments that use renewable energy, allow for integrated water management, turn waste into resources and help reduce greenhouse gas emissions

Transport Strategy – supporting better passenger transport options, enhanced connections with State Highways and rail, appropriate freight routes, cleaner fuels, improvements to roading network, especially in town centres and growth corridors

Cultural Wellbeing Strategy – supporting the development of the creative and cultural sector and improving the opportunities for migrants to participate in the local economy.

Regional Framework and Strategies

In recent years several region-wide planning projects have been undertaken to improve coordination and efficiency across the region. They provide the regional context in which Waitakere’s Economic Wellbeing Strategy has been developed and in which it will need to be implemented.

One Plan

The most recent of the regional initiatives are the One Plan and the review of the Regional Policy Statement required under the Resource Management Act.

The development of One Plan - which coordinates objectives and resources of central and local government to transform Auckland - is critical for Waitakere. These objectives provide focus for economic development activities and emphasise effective intervention and leadership. One Plan (version one) has identified seven programmes of action all of which have implications for Waitakere.

- *Improving public transport (significant initiative: rail electrification)*
- *Completing the network (completion of the Western ring Route)*
- *Digital Auckland (broadband)*
- *Destination Auckland (Rugby World Cup 2011)*
- *CBD and waterfront*
- *Building communities (Tamaki Transformation programme)*
- *Growth through skills (upskilling workers – language, literacy, numeracy, communication skills)*

Auckland Sustainability Framework

The One Plan builds on, and begins to implement, the regional coordination effort which culminated in the Auckland Sustainability Framework adopted in September 2007. In the context of a 100 year vision for the region, the framework identified eight high level goals and the shifts²² needed to achieve them.

The focus of the ASF is on providing the necessary agreements and coordination to develop a more resilient region capable of adapting to change by building strong communities and robust ecological systems, and designing flexibility in to regional Auckland economy, infrastructure and buildings. In summary:

ASF Goals	ASF Shifts
<ol style="list-style-type: none"> 1. A fair and connected society 2. Pride in who we are 3. A unique and outstanding environment 4. Prosperity through innovation 5. Te Puawaitanga o Te Tangata: selfsustaining Māori communities 6. A quality, compact urban form 7. Resilient infrastructure 8. Effective, collaborative leadership. 	<ol style="list-style-type: none"> 1. People at the centre 2. Generations, not years 3. Value Te Ao Maori 4. Activate citizenship 5. Create prosperity on sustainability 6. Reduce ecological footprint 7. Build carbon neutral future 8. Integrate thinking investment, action.

Other regional strategies

In addition to the Auckland Sustainability Framework there are several other regional strategic plans which inform Waitakere's Economic Wellbeing Strategy. For example, there are plans for transport, open space, freight and regional growth. Two of particular importance to Waitakere Economic Wellbeing Strategy; the Auckland Regional Economic Development Strategy and the Metro Project Action Plan.

These two strategic coordination plans provide a powerful context for the objectives and actions developed for Waitakere in this Strategy. The relevant objectives from these are:

AREDS	Metro Project Action Plan
Deliver a high quality and responsive government	Take effective and efficient action to transforming Auckland's economy
Provide a high quality living environment	Develop world-class infrastructure and world-class urban centres
Promote Auckland region	Transform Auckland into a world-class destination

²² Shifts are significant or fundamental movements that must occur in our social values and expectations, and systems and processes in order for the changes to occur.

Produce a skilled and responsive labour force	Develop a skilled and responsive labour force
Encourage innovation	Increase Auckland's business innovation and export strength.
Develop overseas markets	
Supporting exports	
Build an entrepreneurial culture.	

Economic and Business Futures for the Auckland Region

The Auckland Regional Council has work underway on scenarios for regional and national economic development. The Economic Futures Model attempts to quantify how different sectors of the regional economy are growing or declining. The current global financial crisis casts uncertainty over such projects but nevertheless attempts to plot trajectories for the regional economy over the next 25 years provide important inputs to Waitakere's thinking on economic wellbeing. In particular the results will feed into the Waitakere Business Areas Plan and work on sector development in Waitakere.

National Strategies and Policies

Waitakere's implementation of economic development policy must also take account of forces operating at both the international and national levels.

In the face of global financial issues the government has introduced both short and longer term initiatives to cushion the economy from negative external effects. One of these initiatives was the Jobs Summit held early in 2008. Some of the initiatives relevant to Waitakere's economic wellbeing include:

1. Actively manage regulatory approval process for complex and/or major projects
2. Target and attract offshore investment and entrepreneurial migrants
3. Improve SME access to working capital
4. Accelerate energy, environmental and water initiatives that open up opportunities for employment and productivity
5. Revamp business assistance schemes
6. Accelerate major infrastructural projects in Auckland
7. Actively support existing and new training options, including apprenticeships
8. Strengthen the Mayor's Taskforce for Jobs.

In addition there are several formal national-level strategies pertinent to Waitakere's work to improve economic wellbeing including:

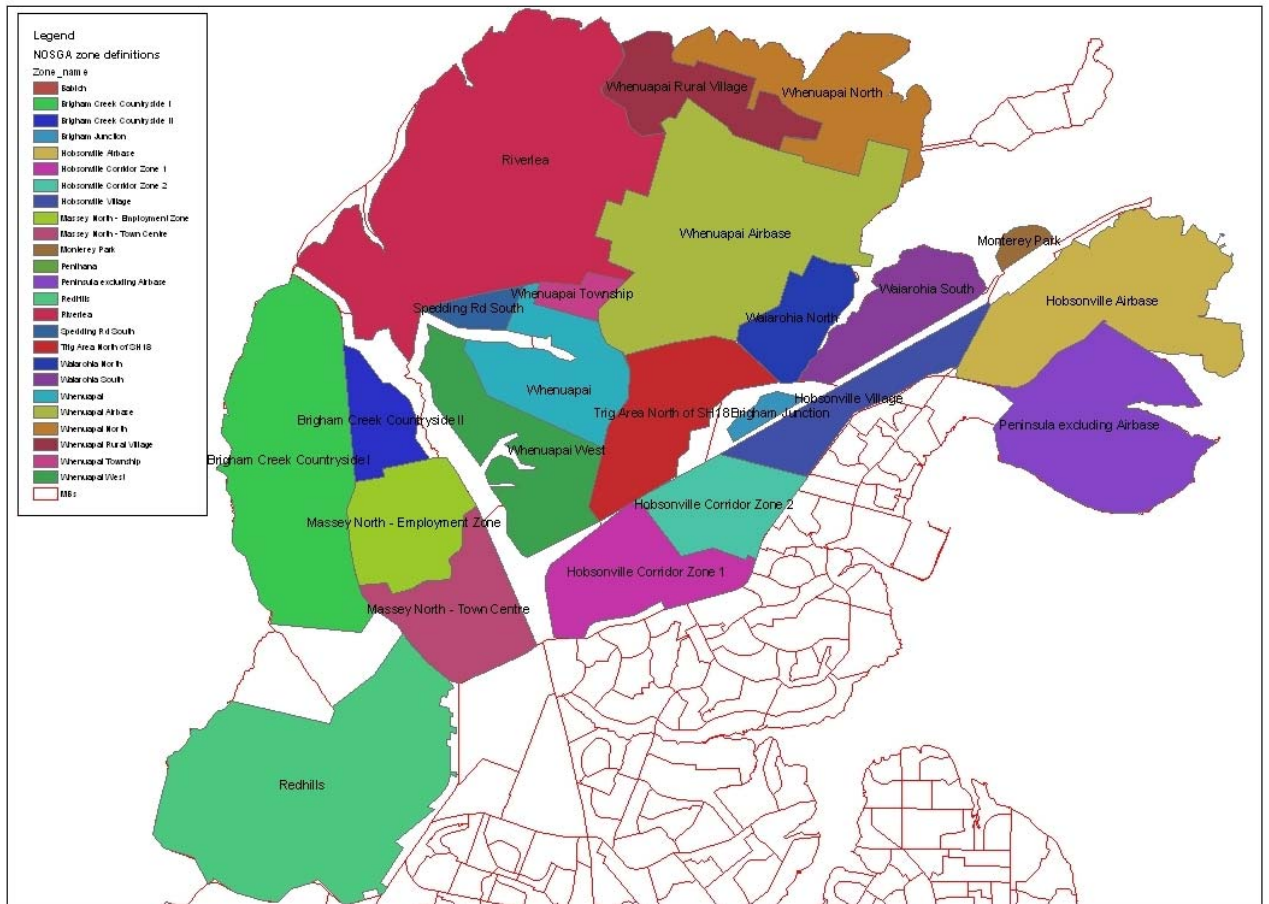
- Digital Strategy 2.0 (2008)
- NZ Transport Strategy (2008)
- NZ Energy Strategy (2007)
- NZ Skills Strategy (Action Plan 2008)
- Social Report 2008
- NZ Tourism Strategy (2007).

APPENDIX A

Area Definitions

Northern Strategic Growth Area (NorSGA)

This is the Massey North to Hobsonville area, some of which is currently being rezoned for business, town centre and residential uses. It will provide 200 hectares of new business land. Zone changes are expected to be complete by 2011. The Council is considering whether more land should be zoned for business uses in this area.



Western Ring Route

This refers to the motorway route that is under construction that provides an alternative to the State Highway 1 north-south route:

From Manukau City Centre through Mt Roskill (State Highway 20 extension), onto the North-Western motorway (State Highway 16) and north at Westgate - Massey North to Albany (State Highway 18).

The Council intends to promote a 'Western Business Route' that links Waitakere City to the Auckland International Airport and to other major business zones in the region. Completion of this route is expected to significantly advantage Waitakere businesses.



Waitakere Ranges Heritage Area

This area is defined by the Waitakere Ranges Heritage Area Act 2008.



The following place definitions have been used throughout this Strategy:

City Centres

1. Henderson
2. New Lynn
3. Westgate/Massey North

Town Centres

1. Glen Eden
2. Te Atatu

Local Centres

1. Glendene
2. Kelston
3. Te Atatu South
4. Swanson
5. Ranui
6. Royal Heights
7. Massey West
8. Titirangi
9. Hobsonville Village
10. Lincoln North
11. Green Bay

Business Areas

1. Henderson South
2. Central Park Drive
3. New Lynn (Portage Road & Veronica Ave)
4. Westgate/Massey North (industrial areas to the west and south)
5. Glendene (Span Farm)
6. Kelston (Cartwright and Westech Roads)
7. Glen Eden (including West Coast and Waikaukau Roads)
8. Te Atatu South (McLeod Road)
9. Te Atatu Peninsula (Wharf Road)
10. Swanson (Airdrie Road)
11. Ranui (Brick Street)
12. The Concourse, Henderson

Corridors

1. Lincoln Road
2. Great North Road

NorSGA Employment Areas

1. Hobsonville Corridor
2. Hobsonville Peninsula
3. Massey North

Special Employment Areas

1. Waitakere Hospital
2. Westpark Marina
3. Lincoln Park and Lincoln Centre Retail Areas
4. NZ Bible College

APPENDIX B

Results of the 2004 Economic Development Strategy

The Council's first Economic Development Strategy, adopted in 2004, has enabled it to achieve a number of significant results. The Strategy has guided the Council in its collaboration with stakeholders, leading to the following outcomes:

- Continued economic growth, including 3,500 more jobs and 2,300 more businesses in the City since 2004
- Council's District Plan changes to create more available business land - 200 hectares in Hobsonville and Massey North by 2012
- Advocated successfully for the early completion of Western Ring Route – completion timed for 2012, the primary Auckland project for national transport funding, including \$255 million for the SH18 Hobsonville deviation
- Obtained \$140 million funding for the New Lynn Transit Oriented Design project (TOD) from central government
- Maintained a strong focus on implementing the Business Investment Marketing Plan from 2008 – including establishing business attraction and client management services and establishing targets for business and job growth from these services
- Attracted the Unitec campus to Henderson with 1060 equivalent fulltime students in 2007 and 18 programmes being delivered
- Developed an Education and Learning Plan to identify education initiatives
- Established the Trusts Stadium, in collaboration with the West Auckland Trusts
- Established a new civic centre in Henderson with transport interchange and office park.
- Continued support for cluster initiatives, such as investing \$6 million in the Henderson Valley Film Studios and buying land at Hobsonville for a marine cluster
- Completed a Maori Economic Development Plan and Pacific Economic Transformation Plan, with accompanying governance and delivery processes in place
- Established economic gardening initiatives such as the "Target Your Market" service that provides statistical and psychographic market information to small businesses
- Established an international economic relations framework including trade promotion visits for Waitakere businesses

