



**Scoping Study for
Waitakere City Council**

Massey Community Project

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1. Executive Summary of Key Findings

Background

Within Waitakere City Council there has been increasing recognition of the need to develop an integrated, long term programme for investment in the older parts of the Massey urban area – both in terms of infrastructure and community development. To ensure that any new initiative builds on existing local strengths and assets the Council commissioned an ‘appreciative inquiry’ to build an understanding of how Massey is experienced as a place to live, work and play. The Centre for Social and Health Outcomes, Research and Evaluation (SHORE) and its Māori research partner Whāriki, interviewed a cross section of 50 local service providers, community leaders and residents living and working in Massey. This summary reports on the key findings from these interviews.

Findings

- Massey is seen as many communities (ethnic, young, old, different neighbourhoods) who do not have a lot to do with each other, except perhaps through schools. The lack of a cohesive network of key organizations and too few easily identifiable community leaders was mentioned by key informants. Even the service providers felt they had very limited information about other services operating in the area. There was a strong desire for coordination/networks between organisations to add value to each other’s work and help build community cohesion and identity.
- A broad range of meeting places were described. These were usually linked to activities such as shopping, entertainment, sport or recreation although they also included schools, churches, the library and leisure centre. A lack of large formal community meeting places such as community centres or halls suitable for social and cultural events was noted.
- Massey assets: Economically it has been a dormitory commuter suburb with most of its residents working outside of Massey. Parks and waterways were regarded as important but under-utilised community environmental assets. Improvements such as more trees and shade structures, enclosed childproof play areas, picnic facilities, sculptures and art works were suggested to increase their appeal and use. Moire Park was described as an *untapped treasure* and a suitable location for Massey-brand community events. Massey has many excellent social amenities such as the Massey Community House, Massey Community Hall, the library and leisure centre but no central hub and this was seen as contributing to a sense of a lack of identity, community spirit and pride.
- Although there were specific meeting places for Māori with the marae and kōhanga and for different Pacific communities with churches and a’oga amata (preschools) there were no meeting places specifically identified for young people and new settlers.

- There was considerable comment about a lack of Massey-specific events. The Trolley Derby and the Pasifika games held in Massey were Waitakere-wide events.
- The lack of a regular local Massey newspaper meant there was no means for communicating Massey-specific news. Developing local radio and using billboards as well as a regular local newsletter were suggested.
- Local Māori were keen to have Te Piringatahi ō Te Maungarongo Marae used more for community functions and appropriate events such as Waitangi Day and Anzac Day. Pacific groups were also wanting to build on their established bases in Massey and have excellent links with the schools in Massey.
- The schools were seen as key focal points in Massey but concern was noted that they are possibly under threat with the proposed building of new schools in Hobsonville.
- Advantages cited for living in Massey were affordable housing, relatively close proximity to Auckland city (15 minutes), the North Shore (15-20 minutes), as well as offering reasonable access to the West Coast and North Shore beaches (25 minutes) and the nearby countryside (5 minutes).
- However Massey was viewed as *geographically disjointed* because of the motorway running through the middle of it with the lack of a subsequent central hub.
- Massey was described as *definitely a car community* and a very difficult place to live in without a vehicle. There was general agreement that Massey does not have an adequate transport infrastructure. It is not well served by public transport with buses being the only public transport option available.
- Safety was generally not a major issue but it was mentioned with regard to safety in some of the parks and young people roaming the streets unsupervised (particularly at night). Other basic safety measures for pedestrians were noted such as the lack of footpaths and adequate street lighting in certain areas. The need for safe pedestrian motorway crossings at different points to stop people taking dangerous shortcuts across the motorway was also voiced.
- A large array of important social services and essential amenities already exist within Massey. Most of these facilities and services are scattered through Massey and therefore require transport to access. Co-location of services and facilities would aid their use.
- There was a lot of comment about the need for people to learn about each other's cultures in wider environments with festivals, concerts and neighbourhood street parties suggested as some of the ways to address potential divisiveness.
- Most people were reported to go outside of Massey for recreation purposes.
- Key informants want an inclusive community consultation process to occur that will help provide a sense of belonging and engagement. It was also suggested that food and entertainment should play a big part in these to get people along.
- An extensive range of strategies that could be used to build locality identity and pride and to engage the community in capacity building activities were recorded.

Recommendations for a Massey Community Project

- Extending the reach of this study to ensure more local community voices (suggest focus groups, street level consultation)
- Establishing a Massey Community-Building Project steering committee that is representative of different stakeholder groups within Massey
- Employing a Project Coordinator to coordinate local network, community consultation/planning and implementation processes and get information out into the community
- Organising a shared visioning and planning process with Massey residents
- Identifying and mobilising resources and potential partners for collaboration in Massey
- Organising two or three high profile events in Massey 2006-2007 to build community identity, pride and engagement.

2. Introduction

Waitakere City Council has embarked on what has been termed an appreciative inquiry to understand how the people who live and work in the Massey area experience Massey as a place to live, work and play. There has been increasing recognition within the Council of the need to develop an integrated, long term programme for investment in the older parts of the Massey urban area, a programme that identifies and builds on existing local strengths and assets, and is responsive to the aspirations of Massey residents. The timing of the inquiry will enable developments in the older Massey area to be considered alongside future strategic planning for the NoRSGA area (Westgate to Hobsonville) and any redevelopment or expansion of the Westgate hub.

Massey- the locality

Massey is the largest ward in Waitakere City. It has developed incrementally as a residential location since the construction of the North Western Motorway in 1952. Urban fringe developments transformed farmland and orchards into housing subdivisions and neighbourhoods for families. Massey was initially established during an era in which car dependence and cheap fuel were assumed and many of the characteristics of the area such as distances to services, amenities and workplaces, and low street connectivity are consistent with urban design trends of the time. Residential and commercial developments continue to change the local landscape with recent and/or current developments at Westgate, West Massey and on the Redhills border to the northwest. However urban planning considerations have changed and greater emphasis is now starting to be placed on planning for closer proximity between home and work and more sustainable forms of transport.

The suburb is bisected by the North Western motorway into Massey East and Massey West. Motorway entry and exit points are readily accessible at Royal Rd, Westgate and Lincoln Rd. and Don Buck Rd provides a main access route to the Westgate commercial and shopping centres and to State Highway 11 for the residents of Massey and adjacent western suburbs. A busy arterial route, Don Buck Rd, follows the ridge delineating the western and northern periphery of Massey from the bordering suburbs of Ranui and the rural Redhills area.

Massey is a hilly suburb that runs from the ridgeline of Don Buck Rd to the estuary edge at Huruhuru Creek. Elevated parts of the suburb have views to the harbour and central city to the south, the Waitakere Ranges to the west and open farmland to the north. Commercial and social services are primarily located on the northwest boundary ridge, on Don Buck Rd, Royal Rd and at Westgate. A cluster of new community facilities - a recreation centre, library, Citizens Advice Bureau and a crèche, have been developed by Waitakere City adjacent to the Westgate complex

The Massey study area includes six census area units – Westgate, Royal Road West, Royal Heights, Waimumu North and Waimumu South with a total population of 21,441 at the 2001 Census. It is a culturally diverse community with a higher proportion of Māori (17.7%) and Pacific people (19.6%) compared to the overall

figures for Waitakere City. Massey also has a young population. In Waitakere City 24.7% of residents are less than 15 years of age but in the Massey area 27.8% are in this age group. Massey has a smaller percentage of the population in all age bands over 35 years than for the city overall with the trend particularly marked in the 65 + age group. In Waitakere City 8.8% of residents are over 65 but in Massey only 5.4 % are in this older age group.

The breakdown of Massey household types is broadly comparable to city wide figures with a slightly lower percentage of one person households and a higher percentage of one family households. Home ownership rates in Massey are below the overall city rate (65.5% compared to 69.3%). The distribution of personal incomes follow a similar pattern in Massey to Waitakere overall although the proportion of residents in the higher income brackets is slightly below city levels.

Project background

Waitakere City Council has recognised for some time the need to develop a long term approach to suburban renewal and community building in the Massey area. Research undertaken by the Centre for Social and Health Outcomes Research and Evaluation (SHORE) reinforced Council's thinking in this regard in that it highlighted a number of specific concerns relating to the physical and social infrastructure in the Massey area. The study mapped variation in geographic access to a range of community services and amenities across Waitakere and North Shore. The community resources included in the index developed by the researchers had been identified as important to the daily lives of parents of young children. They included:

- Sport and recreational facilities (e.g. parks, beaches, libraries and sports clubrooms)
- Public transport (bus, train and ferry routes)
- Shopping facilities (e.g. dairies, cafés, banks, supermarkets and service stations)
- Educational facilities (ranging from pre-school through to tertiary)
- Health care facilities (including GP clinics, Plunket, pharmacies and hospitals)
- Social and cultural facilities (e.g. community centres, marae, churches and Citizens' Advice Bureaux)

The Massey locality was relatively poorly resourced compared to other parts of Waitakere and North Shore Cities. Interviews with local parents indicated that poor access was exacerbated by inadequate public transport and the lack of a central shopping and service hub that necessitated multiple car trips to meet households and family needs. In comparison to other study localities Massey had few identifiable community meeting places or community activities and events and the locality was not experienced as a socially cohesive place by the parents interviewed.

3. Research Objectives

SHORE was contracted by WCC to conduct an appreciative inquiry. This involved gathering data from a cross section of local service providers, community leaders and residents living and working in Massey on how they see their community, potential strategies for engaging local people in community development initiatives, and the assets that could be harnessed and built on if a community development project is initiated. The scope of the project included inquiries about:

Who and what the Massey community/communities are – including:

- Defining boundaries – where does Massey start and finish? Are there different parts of Massey within Massey? What kind of relationships are there between different parts of Massey
- Subcommunities – *locality* based: where are they, how do they differ, trends/changes over time, needs etc vs. *interest* based eg. Church, ethnic, sports etc
- Interrelationships between neighbourhood, suburb and town centre hub (Westgate) – perceptions about how locals live, work, play in the Massey area.

Where and who the key points of connections are in these communities eg. networks, meeting points/places, events, clubs, key movers and shakers across Massey.

The assets – economic, social, cultural, and environmental that are within Massey, what's there that can be built on, what ideas people have for things to grow, link into and strengthen, spring board off?

Engaging the people - what ideas people have to build community capability to collectively engage in processes around the development of their locality, what will engage people, where are the hooks?

Impact of physical layout and current infrastructure provision – what's great about living in Massey, what makes it hard for local people, impact (+ve and -ve) of geographic isolation and lack of local infrastructure¹

The appreciative inquiry is part of wider work within WCC to build an understanding of the social, physical, economic and cultural environments of the Massey ward and will provide a knowledge platform for future planning and community building activities.

¹ Project scope as described in the project brief

4. Research Design and Methods

The research design and scope of the inquiry was developed collaboratively by the SHORE research team and Megan Courtney from WCC. WCC's access to political representatives and other local community leaders, as well as their knowledge of organisations located and active in the Massey vicinity were drawn on to draft an initial list of interviewees. Not all listed individuals could be contacted or were available to be interviewed but the list provided a number of starting points from which additional interviewees were identified.

An interview schedule was developed in consultation with WCC representatives and piloted before interviewing commenced (*Appendix 1*). Group and one-to-one interviews were undertaken in interviewees' homes and workplaces or in community facilities. The interviews were tape-recorded but not transcribed. Where direct quotes are used in the report these have been transcribed by the researchers. Two of the researchers analysed the data by listening to the interview tapes, generating a coding frame and making notes from the interviews. Their notes were imported into NVivo software to facilitate the management and analysis of data. A thematic analysis of interview data was undertaken.

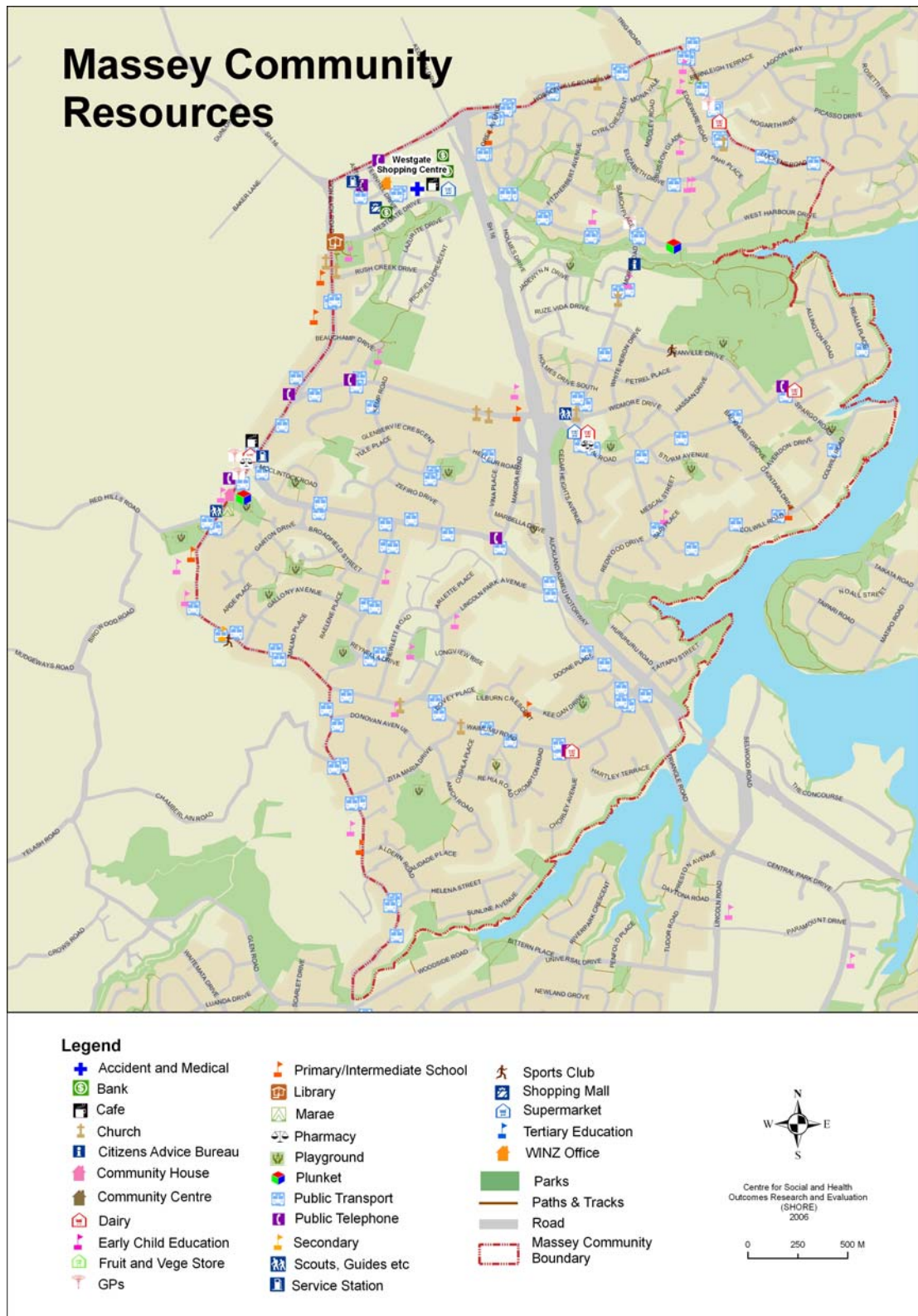
Research strategies used to ensure the validity of the data included having more than one interviewer/researcher to enable discussion and reflection on emerging themes, and having Māori, Samoan and Pākehā researchers undertaking interviews where ethnic specific understandings were likely.

The research received ethical approval from the Massey University Human Subjects Ethics Committee. Participants completed written consent forms before they were interviewed.

5. Research Team

The interviews were undertaken by SHORE researchers Kim Conway, Lanuola Asiasiga and Hector Kaiwai from Whāriki Research Group. Hector interviewed Māori service providers and community leaders. Kim and Lanuola coded and analysed the interview data and prepared the report with Karen Witten. Otto Huisman developed the asset mapping using data provided by WCC and the on site observations of the researchers. Karen Witten provided continuity between the earlier SHORE research in the Massey area and the current project.

6. Map – Boundaries and Assets



7. Interview Themes and Findings

Building of Massey Identity and pride

Massey boundaries – What is considered Massey

Most interviewees agreed with the geographic boundaries of Massey, as outlined in the map provided by the Waitakere City Council (Figure 1). The boundaries start at the bottom of Don Buck road, follow the Huruhuru creek south-east to the motorway and then across to the northeast encompassing the West Harbour area across to and including the area west of Luckens Road. Some interviewees considered that the boundaries were wider than this, particularly on historic grounds when Massey had included rural areas such as Hobsonville, Birdwood and Redhills. West Harbour is a relatively new name given to an area that previously was assumed to be part of Massey. The renaming has followed the development of new upmarket housing in the area over the past 20 years. Various sectors such as police, health, education or rugby use overlapping but varying boundaries to describe the Massey locality.

Extending the Massey map to include the area east of the end of Luckens Road stretching to the harbour was suggested by several people and was acceptable to other interviewees. One key informant who had lived in Massey for many years stated that many people considered north of Universal Drive to be part of Massey. Another long-term resident said that many people who lived in the roads south of Don Buck Road, up to and including Larnoch Road, identified with Massey rather than Henderson. The current WCC Massey ward is geographically defined as a much larger area encompassing Lincoln Road and Red Hills as well as Whenuapai and comprising 60,000 residents, approximately three times the population of Massey.

Why people live in Massey

There was general agreement that people lived in Massey because of the low cost of housing, relative to other areas of Auckland, particularly for first home-buyers. Quite divergent views existed as to whether Massey was a place of choice for people to settle in or a place of transition, a stepping stone to something better elsewhere. One person suggested that it would be interesting to look at the migration data in and out of Massey over a five year period. One key informant said that people came for *the better quality of life than in South Auckland* and other stated reasons were:

...nice green environment and affordable houses. It's convenient, handy to get to other places, friendly neighbours. One of the nice things about Massey is that it's mixed, a mix of old and new interesting pockets of things

Most of the interviewees who lived in Massey were adamant about how they loved Massey as an area to live.

I love it because up in the hills there's fresh air and sunshine... I find Westgate enticing

Another key informant spoke of a predominant view amongst what they described as frustrated residents who:

...pay rates but get no benefits from the area – definition of success is to be able to leave the area

Some participants were very indignant about the way Massey was regarded in terms of its perceived negative image. One recalled a documentary made of Massey years ago that put Massey down and deliberately ignored what they thought were great features such as Moire Park. When asked about the positive side of living in Massey, many people listed the quiet/ relaxed atmosphere with beautiful views and lots of parks, cited the growth in amenities and facilities and particularly the schools, sports clubs and Westgate and considered they had lots of resources available to them in the area. Some noted a sense of community, friendly neighbours and diversity of cultures. Although many people who worked in educational, health or social service roles experienced a lot of transience in the populations they served, others talked of people who had spent most of their life in Massey or who had moved away and then returned later. The generic Westie identity was raised by a few key informants in relation to Massey, rather than a specific sense of Massey as home.

Westies come home – for Westies to come home has to be a sense of identity

There's a richness of multiplicity of different ethnic groups, rawness and lack of sophistication that Westies have – warmth and support

Other positive factors given for living in Massey were its handy location to the motorway, the city, the North Shore, beaches, Waitakere ranges and countryside. Mixed feedback was evident on whether schools were viewed as a positive feature or not, according to what social grouping interviewees identified with such as the upwardly mobile or those living in rental homes. There was concern that recently property values had increased significantly and Massey would no longer be so affordable for young families.

Different communities within Massey

Massey is viewed as many communities, based around different neighbourhoods and comprising diverse ethnic, socio-economic, sporting and age groups. Key informants indicated that there were both geographic communities and 'communities of interest'. The various communities of interest are generally seen as fairly insular, and with the exception of contact through schools, as having very little to do with each other. Massey is seen as *geographically disjointed* because of the motorway running through the middle of it. The most commonly defined geographical parts of Massey were Massey East (Royal Heights) Massey North (Westgate and West Harbour) and Massey West (Red Hills/Don Buck road). There was a strong preference expressed by many key informants (residents) that Massey should just refer to itself as Massey. One key informant was surprised at the name given to Westgate when they built the shopping centre there.

I thought it should have had the name Massey in there somewhere because it is as if Massey was not good enough to be called its own name for a shopping centre. It's as if Massey didn't exist and there's this made up place called

Westgate. Now people will say they don't live in Massey, they live in Westgate and real estate agents market it as Westgate and being better than being in Massey. Quite divisive.

Other distinctive names were also identified as being given to different parts of Massey such as the newer housing estates of Rush Creek and Lincoln Park. Rush Creek was described by one interviewee as being well-networked, particularly in terms of Neighbourhood Watch/Support. However, another person considered that there were a lot of new mothers in Rush Creek who did not know their neighbours or any of the other new mothers who lived in the same street. A number of different streets scattered throughout Massey have clusters of Housing New Zealand (HNZ) homes. These streets appeared to be well-known and were often thought of as micro-communities. HNZ also has pensioner housing in Regents Place. The geographical communities tended to be seen as simply names for areas without any particular identification or strong connections between residents. Particular locations in Massey were emphasized by real estate agents, as more desirable areas to live in, such as West Harbour or Rush Creek. Real estate agents were also reputed to use contrived names that the general public in Massey did not use, such as Lincoln Heights or Massey Heights.

Many of the 'communities of interest' had a geographic community reference point (such as a church or club rooms) and some were often located in specific geographic areas. Many participants were aware of the different ethnic communities in the Massey area but knew little about them.

Māori

Te Piringatahi Marae in Luckens Road was considered to be a well-respected network hub for the Māori community with a well-established marae, kōhanga reo and respected kaumātua and kuia. There are two other kōhanga reo in Massey east, in Beauchamp Place and in the northwest area of Massey in Sari Place.

The marae is host to a number of activities and programmes. For example, the marae provides a base for the Piataata Trust, headed by Wiremu Hetaraka, which runs a Kaupapa Māori based youth intervention programme aimed at assisting young Māori (and non-Māori) 'back' into school. The programme itself consists of a literacy and numeracy component, Te Reo classes, rāranga (weaving) and horticulture. Te Piataata Trust also run the Kotahitanga programme which aims to provide local teachers with the tools, skills and strategies to work more effectively with young Māori. Over the last few years, the marae has played host to council and community meetings as well as a 'Waitangi Day' event where the community were invited to share and participate in Treaty workshops and discuss treaty related issues. More recently the marae has been host to pōwhiri (welcome ceremonies) for new Korean immigrants to Massey. One informant also mentioned that they wanted to host a hui that would provide a forum, and hopefully generate discussion, around issues that are currently impacting on Massey youth.

Another informant reported that while there were a lot of Māori in the community, these networks needed to be cultivated and strengthened. It was also noted that more Māori participation was needed in the decision making processes of the community, although there tended to be barriers to their participation such as lack of knowledge

about some of the bureaucratic processes of the council, and council meetings and buildings being an uncomfortable cultural setting for many Māori. There is a member of the Taumata Rūnanga, the Standing Māori Committee of Waitakere City Council, from Massey who has had some involvement with the Massey Community Board although not a member. There is currently no Māori representation on the Massey Community Board.

As a community, it was considered that more knowledge was needed about Māori historical links to Massey. This included historical knowledge about local iwi who continue to inhabit the area –Te Kawerau-ā-Maki, Ngāti Whātua, and some of the local iwi history. One informant also mentioned that local iwi know Massey as Puke Whakataratara, named after the red clay found in the Red Hill area and that Te wao-nui-ā-Tiriwa (The Great Forest of Tiriwa) is the local iwi name for the Waitakere Ranges, Tiriwa being one of the area's original forebears.

Twenty percent of Massey High School students are Māori. One informant expressed concerns about the underachievement by male Māori students. Massey High School has a connection with the marae through the Piataata Trust's intervention programme. Lincoln Heights School has a whanau group and is closely connected to the marae in Lucken's road. One of the leaders of the marae is also the school kaumatua and a School Board Trustee there. Lincoln Heights has plans to set up a bilingual unit in 2007 to meet the needs of children from kura kaupapa and who need to learn to read in English as well.

The invisibility of the Māori community was evident in the key informant interviews where few informants mentioned either the Māori community or the marae.

Pacific

For Pacific peoples (predominantly Samoan and Cook Islands) who live throughout Massey, frequently in HNZ homes, the Pacific churches were often seen as a focus for their communities. The Samoan and Tuvaluan churches in particular were described as being strong with high participation. The Tuvalu community is small and cited as being around Moire Road and Ranui (where their church is located).

In Massey there is the EFKS church, the Samoan Methodist church in Royal Road and the Pacific Islanders Church (PIC) in Moire Road. However it is notable that Samoan families often travel across the city to churches in other localities. Family, village and habitual connections to particular churches determine membership rather than a choice being made on geographic proximity.

Some of the non-Pacific key informants had a slightly negative view of Pacific church leaders, perceiving them as being unapproachable and out of touch with their communities especially with the young people

...in mainstream Presbyterian church ministers are seen as servants of the people and expected to help but in Pacific ministers are viewed as chiefs of people and congregation their servants – if families have difficulties where do they go for help – not a lot of places

There was frequent mention of the Samoan a'oga amata (preschool) in Moire Road both as a preschool and as a meeting place for Samoan elders. The elders meet to weave and talk and tell stories to the children. There is another a'oga amata on Don Buck Road at the EFKS church. A Samoan playgroup has been set up at one school that also has a Pasifika liaison group at the school and has plans to set up a fully-integrated bilingual unit for Samoan students. The school also has a good relationship with the police and has a Samoan constable with family links to the school liaising with the school.

There was a perception that Pacific communities tend to focus on their own affairs, such as running preschools and activities that will maintain their languages and culture. This contributed to some non-Pacific informants referring to Pacific communities as insular. One of the Pacific informants recognised this insularity and suggested

Polynesian people need to get out and see how other people live – mix with other ethnicities.

Sport plays an important part in Pacific people's lives whether observing or participating. Many informants referred to the Pasifika games run by Sport Waitakere on an annual basis at Moire Park. Kilikiti is also played through summer at Moire Park.

New settlers

New Settler groups living in Massey were identified as comprising Chinese, Korean, Japanese, Cambodian, Tuvaluan, Tongan, Croatian, Yugoslavian, Afghani, Iranian and Somali peoples. There was frequent mention of the need to have cultural events to draw people together such as cultural festivals through schools or social events where different ethnic foods were available. One informant had experienced a local neighbourhood street party where people brought different food and they suggested that it would be good to do this on a bigger scale focusing on ethnic foods.

Informants reported the New Out West new settlers scheme was an excellent support for refugees and new settlers. However it was felt that more assistance for new immigrants was still needed and better liaison with the Mangere Refugee Centre to aid the transition/settlement process. The way the housing clusters were put together made integration harder – for example, some of the Somali settlers living in Massey spent most of their time commuting to Mt Roskill where there is a large Somali community. A situation was reported where HNZ were moving new settlers into a new subdivision in a high value area. The new settlers had experienced difficulty settling in and some property owners in the neighbourhood were reported to have been unhappy about HNZ tenants in the area. There had been ongoing tension.

There are about 12 Somali families living out west. Living in Massey is a different experience for the families compared with living in Mt Roskill where there is a large Somali community to engage with. An advantage of houses in the Massey area is bigger back yards that provide plenty of play space for children. In Mt Roskill the houses are close together and have smaller outdoor spaces. One new settler family interviewed had lived in Massey for three years but knew hardly anyone and spent a lot of their time out of the area.

The CAB was reported as working well with new settlers.

There were general comments about Asian residents tending to live in West Harbour because they could afford to live there and that there was an '*affluent*' Korean community down by the marina. In Luckens Road there is a Korean restaurant where a lot of Koreans meet. Koreans were also reported to be living in Colwill Rd but that *they kept with their own kind*.

Churches

There are ten churches in Massey, many of which are considered to have strong community followings. The most commonly mentioned churches were the Massey Community church, Massey Methodist church, the EFKS church and St Paul's Catholic church. Many of the churches provide services such as early childhood play groups and aoga amata, youth groups and activities, homework centres, holiday programmes and budgeting/housing/counselling support, even meditation sessions. The Catholic church, which has run a pre-school for many years, recently opened a new primary school development.

Sports clubs

There are a number of sports clubs in Massey but the most well known are the Rugby and the Athletics clubs both based at Moire Park. The rugby club is viewed as drawing a lot of people together although it is no longer regarded as the strong social centre it was a few years ago when it was open for meals several nights a week. The club has close links with Massey High School. The rugby club has a membership of approximately 350 juniors (up to Year 9), 240 seniors and some social players – 75% of whom live in the area. In the summer there are 30 junior touch teams, 40 senior touch teams and 40 social touch teams. The Rotary Club and Senior Citizens also use it some evenings. They used to have a full-time manager but their bar and restaurant takings were not sufficient to keep them employed so have dropped back to a part-time administration manager three mornings a week. There is about a 70% overlap in membership with the Athletics club.

The Athletics club has a membership of approximately 230 children aged 5-15 and about 20 people in their adult Walkers and Joggers group. They operate from October to March and although a lot of schools use their equipment and track facilities they consider their facilities could be utilised more. They would be keen to work with Council to open their tracks up earlier and promote their club and facilities more.

Young people

Young people belong to a variety of sports clubs, youth groups such as Adventurers, Scouts and youth groups associated with different churches. Young people are also attracted to Westgate where they tend to mainly hang out in small groups around the streets or Westgate amenities, or sometimes in the various parks within Massey. There is reputed to be a small gang element including a couple of minor juvenile gangs who hang out around Westgate wearing their 'colours'.

Older people

Housing NZ provide pensioner housing near Westgate and Council housing for older adults is also provided in two areas around Royal Road. Several retirement homes and three retirement villages can also be found in Massey. There is an over-50's club and a Senior Citizens' group. These are not reported to be attended by large numbers. Older people were frequently mentioned by informants as fairly isolated and in need of better support networks and facilities.

Other communities of interest

There were also references made to other communities such as the communities that have arisen around schools, an ex-Air Force 'community', members of which get together from time to time. The following quote made by a Playcentre parent indicates a sense of community within a community of parents.

We're like a second family for each other

Community cohesion, coordination and communication

Connectedness

Interviewees reported that Massey suffers from a lack of overall identity and community spirit. There is little current cohesion, coordination or communication between the diverse communities identified in Massey

...no sense of centrality, or belonging, little focus

No heart to Massey, no town centre, needs a village atmosphere, has grown like Topsy.

An explanation given for this perceived lack of connectedness was the geographical sprawl and origins of Massey as a dormitory/commuter suburb with poor planning in terms of no central hub and badly resourced with few facilities. Many people were reported as living in but not participating in Massey. Their time is spent between work, school and home with limited involvement in local activities such as clubs or use of local amenities such as parks.

Underlying Massey is the sleepy dormitory suburb notion, extremely quiet, people like that, relaxed, may be too relaxed, people don't get involved

People work longer hours, often both parents working and don't want to do community work in the few hours they have available

We are all currently part of a scattered and fractured society – many people just want to catch up on rest

Transport difficulties were often noted with most people commuting outside of Massey to work and limited public transport for households without access to a car.

People spend hours on the motorway everyday. No time to get involved in community issues

A lot of Massey is working class and low income people can't get out much

Although Massey now has far more amenities (albeit piecemeal) it was considered that there is still limited interaction between its different communities and residents.

There are a lot of strong sports clubs, churches and activities like line-dancing, indoor bowls, etc going on with some community halls booked every night of the week but they are all very isolated with little connection

Today, Massey's residential mix is viewed as changing from what was previously a largely white middle-class population (with a significant blue-collar Māori and Pacific peoples' minority) to one of increased cultural and socio-economic diversity with *quite a vast difference in wealth*. This has created tensions within Massey and many interviewees considered there was a perception of social divisiveness between new and old residents, renters and owner/occupiers, and Pākehā, Māori, Pacific peoples and new ethnic groups.

Never heard of West Harbour before – only with the promotion of new houses – before it was always Massey because had church members from there – only when they built new mansions and the name changed to West Harbour. It was always Massey. . .but now it's like the same area now West Harbour and they think they're in the first grade and Massey's in the third grade.

Another informant who had talked with a number of young people in Massey stated

There's a dynamic between Royal Heights and West Harbour especially among the youth – they hate each other – there's an attitudinal difference.

It was reported to be hard to get people to turn out for both public and club meetings in Massey unless there were crisis situations or something sufficiently controversial such as prostitution law reform, power pylons, Council rates reviews or filling in the Huruhuru stream waterhole. Only five people turned up to discuss the proposed Massey Ward Community Board boundary changes. One organisation had to threaten to cancel activities to stir its membership up enough to get them involved in providing required infrastructural support to keep things going.

Networks

The lack of a cohesive network of key organisations and too few easily identifiable leaders was clearly articulated by informants who often did not know about or knew very little about different services operating in Massey.

Massey services are currently fragmented and working in isolation

A lot of groups in Massey are doing a lot of good things but there's little coordination, no Massey network of services

There are people doing good work in certain sectors but not sure about the interconnectivity of it all so for example on many occasions I find myself being a conduit of that

There was a strong desire expressed for coordination of service networks to help build cohesion and identity and add value to each other's work. This had occurred four years ago when a previous YMCA/Leisure Centre coordinator had organised for all the services to meet together on a quarterly basis for about two years. The network meetings were initially welcomed and seen as useful in finding out what other services were doing. However it was viewed in some quarters as self-serving, mainly fulfilling the YMCA's community consultation purposes without furthering overall organisational networking.

Several service providers who were aware of other WCC-supported networks in other parts of the city considered that Massey needed something similar to the West Auckland District Council of Social Services (WADCOSS) to develop a critical mass of cooperative services or the Ranui Action or McLaren Park Projects to build local pride and community cohesion through community networks. The need for capacity-building in Massey was often mentioned including the need to strengthen Māori networks. Māori key informants were keen to see better understanding of bureaucratic processes

*...to **empower** people by giving them the knowledge to function in the system rather than letting the system **overpower** them*

Samoans were also being encouraged to develop their own service networks such as pre-school teacher networks and to broaden their horizons and find out more about what was happening elsewhere. Developing networks was seen as particularly important for new settlers.

One interviewee indicated that *Massey has all the ingredients, just need to bring them together in a better way.*

Information

A common theme repeatedly stated was the lack of information in Massey on local issues. Consequently people were seen as unaware of what was going on, even city councillors who were meant to have their finger on the pulse of Massey. Local papers such as the *Western Leader* or *Auckland* were reported to not carry much local news, or hardly any that was Massey-specific. Many activities and events were not registered at Waitakere on-line or on the Council website. There is a local neighbourhood newsletter produced by the Massey/Birdwood Residents and Ratepayers Association and distributed widely throughout Massey but this is only produced every three months. A Westgate staff member previously wrote a fortnightly editorial in the *Auckland* that talked about activities and developments occurring within Westgate and although one informant considered there was high awareness of this, it was not mentioned by any of the other informants

There is nowhere where you can find out what's going on - one of the things that really annoys me is that you think I'd like to do something different in the weekend, what can I do and you've got no idea of what's happening

The appropriateness of how the little information available, was disseminated, was also questioned by one interviewee. They considered that there was insufficient local

information about important things like inorganic rubbish collections. When they asked where it had been advertised they were told at the library and in the *Aucklander*

...but how many Pacific people go to the library?.... And Pacific people do not read that paper (Aucklander) so they didn't know about the heavy rubbish until they saw people putting their rubbish out

It was suggested that information dissemination could be improved by a regular Massey community newsletter, more locality-specific items in the local newspapers, mail drops of information specifically targeting pockets of the community in Massey, and a calendar of events distributed to all households and on public display in key places such as churches. The Council newsletter was also suggested as needing to have a regular *What's happening in Massey* section in it. Community billboards on the main traffic routes were a further suggestion. Using radio stations as Ranui had with Radio Ranui was considered to be something that *would help foster a sense of community*.

Physical infrastructure

Location

Key informants generally considered that Massey was a very attractive physical environment and were very positive about the natural geographical features of Massey in terms of the perceived green belt around it and its lovely views over the Waitemata harbour, Waitakere ranges and farmland. A number of parks were mentioned and Moire Park in particular. Advantages cited for living in Massey were its relatively close proximity to Auckland city (15 minutes), handy to the North Shore (15-20 minutes), not too far away from the West Coast and North Shore beaches (25 minutes) and the nearby countryside (5 minutes). However interviewees also expressed strong views that Massey had languished through inadequate planning, with no town centre and insufficient amenities. They also spoke of neglect by the Waitakere City Council in terms of development until fairly recently. *Hasn't been enough Council input into the area*. Several key informants spoke of how Massey had been forgotten and deprived compared to other areas

Massey has been neglected, other areas developed to its disadvantage and Massey has been the poor cousin

A number of people also expressed some optimism regarding Massey's future and a hope that the situation of past neglect was about to change with Massey poised to become one of the three main town centres in Waitakere city through the proposed new developments.

The importance of encouraging pride in the local area was commonly noted and a number of suggestions and strategies were proffered for how this could be achieved. Suggestions included local neighbourhood gardening competitions, clean up efforts to remove graffiti, and creating community artwork and sculptures to assist Massey in forging a stronger sense of identity.

Transport

There was general agreement that Massey did not have an adequate transport infrastructure and was not well served by public transport. Different people described the service as *dismal* or *a disaster*. Interviewees consistently remarked that Massey was a very difficult place to live in without a vehicle. It was described as *definitely a car community – if you have a car it's easy, can go anywhere*. Most people work outside of Massey and although there was a certain desirability that many mentioned of being close to the motorway, they also spoke of the terrible motorway congestion and how commuters suffered from the *slow-moving parking lot* gridlock at peak times, 7-9.30am and again between 4-6.30 pm. One person who works in Avondale noted that they can get there in 9 minutes in off peak times but it can take them an hour, seven times as long, if they leave at 8.30am. Don Buck Road, Royal Road, Moire Road and Lincoln Road were all mentioned as particular bottlenecks during peak-hour traffic.

People spoke of a very limited public transport system with buses being the only public transport option available. Most key informants knew little about the bus services but there was a perception that they were infrequent and unreliable although some thought they had improved in recent years. The bus service timetable appears to not be well known or publicised. Those who were aware of it (young people and those working with low income families) reported that it ran every 10-15 minutes from 7am till about 9am with an express into town (and to the North Shore) and then a normal hourly run with more frequent buses again at the end of the school/working day. The bus service is however only geared to going to Henderson or to Auckland city and does not travel across suburbs e.g. a bus cannot be caught directly from Glendene to Massey or from Massey to Titirangi. Examples were given of people who had to catch three buses from Mt Roskill to get to Massey and of a Massey person who had wanted to use the free computer service at the Te Atatū Peninsula Learning Centre but was not able to get there in time because there is no direct bus from Massey to there.

Suggestions for improving the transport system included:

- Holding a special bus information day (with cheaper tickets and/or free rides) so people learn about bus routes and timetables and bus companies learn about commuter needs
- Smaller shuttle buses running between suburbs
- Light rail/ bus connections to the railway system
- Establishing a Park and Ride up by Westgate
- A monorail running alongside the motorway
- Extending the cycle track alongside the motorway to join up with the Te Atatū cycle track

Parks and waterways

Parks were regarded as an important but under-utilised community asset. There were many comments on improvements needed to make the parks more useable and attractive that echoed and expanded on the recent WCC Parks consultation strategy. There was some recognition of the Council having recently been engaged in a lot of tree-planting in Massey parks, establishing tracks and walking areas as well as supporting the cleanup of waterways. It was considered that people would be

encouraged to use the parks more if there were special events held in parks but that further upgrading of the parks was required. By upgrading they meant more trees and shade structures, enclosed childproof play areas, picnic facilities, sculptures and art works.

Differences between the design of parks in Massey and the more affluent West Harbour/Hobsonville area were noted. The latter area was reputed to have more playgrounds:

There's a big disparity between parks up West Harbour and parks in Massey where there are big tracts of land with no facilities, Zita Maria, Beauchamp, Royal Rd

Involving local people in undertaking community artworks and murals and sculptures was suggested by a couple of participants.

They need to do interesting things with parks – they are nice but a bit boring. They could be improved with more design features and art-works.

One key informant thought that the council would get the best information about park use by conducting an observational study to see when and how the parks were used and who used them.

Access to parks was raised by a couple of key informants in relation to one resident having blocked an access-way to one park that was close to their property. Poor drainage was mentioned as affecting the use of some of the parks, such as Zita Marie in winter.

There was considerable emphasis on the need for ongoing monitoring and cleanup of the waterways and surrounding areas with support for the extension of Project Twin Streams into more of Massey, along with more local involvement.

Want to clean things up and clean up creeks round Cedar Heights and round Huruwuru Bridge and bush around Colwill

Lincoln Heights School is currently involved with Project Twin Streams which is looking after the Swanson Stream area. They have adopted the Woodlands Park reserve and done some planting there. The ARC has assisted Royal Road School with planting the land behind their school as part of a Green Corridor. The school is keen to have more areas restored and want to start a nursery for native plants.

Moire Park was the park most frequently commented upon as an important untapped resource in Massey. It was seen as having great potential for holding events and becoming the major focal point for additional recreational activities in the area.

Safety

Most key informants were not overly concerned about safety in Massey although one interviewee reported some negative perceptions of personal safety from discussions they had had with some Massey residents. Views were expressed that there were always police or someone screaming down the street and that the area was associated

with domestic violence. Local police data however does not reveal Massey to be an area where there is a high crime rate and rates of violence and drug incidents are comparable to other parts of Waitakere City. Although, there was mention of a methamphetamine manufacturing laboratory bust near Don Buck Primary School, Massey in fact has a lower crime rate than Glen Eden, Kelston and Ranui, particularly in terms of less burglary and car conversion. Some interviewees provided anecdotal evidence to support this, remarking that it was a *good safe area* – they could walk around the streets and feel safe and did not lock their car when they went to shops in Massey.

Other basic safety measures for pedestrians were noted such as the lack of footpaths and adequate street lighting in certain areas. Westgate was noted by one key informant as being badly planned in terms of pedestrian safety with the pedestrian crossings often at junction points where the cars are trying to come round corners. The need for safe pedestrian motorway crossings at different points to stop people taking dangerous shortcuts across the motorway was also voiced.

Several interviewees mentioned safety issues related to young people roaming the streets unsupervised (particularly at night). They spoke of:

A hoodlum element; smoking and drinking around the parks, used condoms, litter, broken bottles, trashing things, graffiti, killing ducklings and pulling up plants

There has been a particular problem with underage drinking and its associated problems around Rush Creek. This often pertains to the aftermath of dance events organised at the Leisure centre for young people

Concern was expressed about safety in some of the parks. There was negative comment by several interviewees about Triangle Park *always people there drinking and smoking and smashing bottles – during the day as well* and there was reputed to be have been instances of sexual assault around the public toilets there. A couple of other key informants had concerns about the tracks and walkways linked to some of the parks, particularly on the tracks down by the streams.

Some of the bush walks are not safe – go through rough areas and fairly isolated – wouldn't recommend unless walking as a group

Meeting places

Interviewees described a broad range of meeting places, both informal and formal that were usually linked to activities such as shopping, entertainment or sport or recreation, although they also included schools, churches, the library and leisure centre. Several key informants pointed out that given the population size of the Massey area, there were not a lot of large formal community meeting places such as community centres or halls distributed throughout Massey. Royal Heights in particular was noted as lacking these sorts of facilities. Other key informants considered that there were a good number of meeting places available in Massey and many could be used more including Te Piringatahi Marae, the Massey High School facilities, the Rugby and Athletics clubs, Massey Community House and the Massey Community Hall and local schools.

Parks were regarded as a popular meeting place for informal sports games, for parents with children (where there were playgrounds) and for young people (including after dark as well).

Cul de sacs, which are a feature of Massey were deplored by some but others thought they had contributed to more neighbourliness and social interaction as they were places where children could play safely and were often connected by walkways to parks. The proximity of neighbours encouraged people to meet on the street and have informal gatherings such as Guy Fawkes and street parties. One key informant who lived in a cul de sac said they had communal Christmas lunches with families of different ethnic backgrounds who lived in close proximity. They also spent annual holidays together with other families who lived in their cul de sac.

Although the variety of shopping centres in different locations were favourably commented on, Westgate was the most popular with mention that it was easier to meet people in Westgate because there were nice places to have coffee or drinks and lots of parking. There were no cafes in other places like the shops in Don Buck Road and parking was a problem at the Luckens Road shops where a popular meeting place for local Koreans was the Korean restaurant there.

The range of meeting places mentioned by informants included:

Bars (Western Lights Tavern and bars in Westgate).

Churches

Library

Marae complex in Luckens road (Te Piringatahi and Te Piataata Trust)

Massey Leisure centre

Massey Community House

Massey Birdwood Settlers Hall (Massey Community Centre)

Parks especially Moire Park

Rugby club and other sports clubs

Schools and pre-schools

Shopping centres (Westgate, Don Buck Road shops, Royal Heights, Luckens Road shops and Lincoln Road Pak n Save)

Westgate

There was considerable comment by informants on this large retail complex sitting on the far northern end of Massey, on the boundary separating urban from rural.

Westgate was built five years ago but the planning of the complex started about ten years ago. According to one interviewee, the original plans for Westgate included provision for small/medium sized businesses but this did not eventuate as envisaged in its actual development and the consequence of this was that small businesses were pushed outside of Massey to places like Kumeu. The Westgate complex was not initially well received as it was perceived to be something of a concrete jungle that could only really be driven around, with no attractive features, public seating and little in the way of socialising spaces other than fast food outlets like McDonalds.

Most people thought Westgate would not survive, the developer put in what was needed for that time but no one could have predicted the financial, economic and population growth in the area.

When it was first established it did not meet everyone's expectations and one interviewee explained

We were very disappointed when that place was built because we had been out to Botany Downs and that is just beautiful and we imagined that this was similar. Was supposed to be originally designed to be the same– and the way it turned out we were just so disappointed. It just seemed like Oh Massey's not quite good enough to have this beautiful shopping centre.

According to informants, Westgate is increasingly seen now as the hub of Massey and attracts large numbers of people on a regular basis. While Westgate was not considered to be a suburb, informants reported that people who live in the area prefer to use Westgate in their address rather than Massey North.

The Westgate complex is a large open space with shops around the perimeter and parking in the middle. Some informants preferred the open air space to a closed mall environment. The open air format is a drawback during wet weather and some informants reported there was not enough shade and the reflections off cars created more heat during hot sunny days. The wide open space however is a safety feature for others, providing more visibility so everyone can see one another's cars. Improvements have been carried out such as widening the footpaths, planting more trees and providing more sheltered café seating outside and informants were pleased with these changes.

All the informants who commented on Westgate were well satisfied with the variety of shops available and other entertainment such as the movie theatre complex and a ten pin bowling alley. Since services such as Department of Work and Income (DWI), ANZ and various banks had become established at Westgate, people did not have to travel to Henderson. Some informants commented that Westgate lacked the ability to cater for the total experience of shopping. For example, although there is a wide open space there is no nearby park or playground area where people could sit and picnic and children could play.

Westgate is reported to be a current meeting/hangout place for youth because there is nowhere else for them to go. One interviewee expressed some concern about this

People have said Westgate is a gathering place – the worry about that is there's not a lot to do – Ten Pin, the movies and Burger King – not a great future for our kids.

There are reputed to also be a lot of fights amongst young people there, although no particular safety issues were highlighted other than those connected to the aftermath of the monthly Hip Hop Dances held at the nearby YMCA /Leisure centre. It is well organised with security guards from 8pm to midnight but informants reported that afterwards when 400-500 young people pour out onto the streets, half of them get picked up and taken home while the other half do not. Subsequent problems in the streets were reported to occur associated with underage drinking around the nearby Rush Creek area with objects being thrown through people's windows.

Safeguarding the environment

There was considerable anxiety about *urban creep* - that new development in Massey might mean the demise of all the green spaces around the perimeters of Massey - seen as *unique to Massey*. There were also concerns that developers are buying up more and more of the green areas, particularly around Don Buck Road, and that Massey will lose its green belt or buffer zone. One key informant considered that the motorway creates an effective green belt barrier out to the countryside on the other side of Westgate and West Harbour and that that will be lost with any new developments there.

...would be happier if they demolished Westgate and started again and do it all on that side – know it's unreasonable but feel the loss of the green belt on the other side

Another interviewee considered that the proposed medium density apartment housing would be in the interests of the environment

Very important to keep the green areas of Massey – apartment development would help preserve that.

Concerns were expressed about the location of recent and current building development on infill areas and near the power pylons. The power pylons are a contentious issue for many people and it is considered that sound information and discussion is required, given the number of families who live in that area and their perceptions of possible impacts. One key informant stated

After the Sunday documentary about the young film-maker Cameron with cancer who'd gone to a Massey primary school, several families moved their children from the school.

Social Infrastructure

Community amenities, activities and resources

A large array of essential amenities and important services already exist within Massey. Most of these facilities and services are scattered through Massey and therefore require transport to access. The key facilities most commonly mentioned are listed, some with brief descriptions where these have not been provided previously. These are:

Shopping centres

Key informants considered the centres based at Westgate, Royal Heights, Triangle/Don Buck Roads and Luckens Road provide an excellent range of shopping and reported these provided for most of their shopping needs. The new Pak'n Save supermarket on Lincoln Road however has provided a big draw-card out of Massey for many Massey residents. The Royal Heights shops are thought to have been adversely affected by the development of Westgate and they are described as *struggling*.

Massey Community House (MCH)

The original community house started 27 years ago in Royal Road when the first new subdivisions were built. There were a lot of social issues in the 1970s that are still present today such as a lack of public transport and sense of isolation. MCH moved three years ago to its present location in the old library building on Don Buck and Triangle Road. The centre holds up to 100 people and is used 75% of the week including most mornings, after school and evenings by ESOL groups, Disability groups etc with Plunket based in the same building as well. The moving of MCH from Royal Road has left a gap in that area as reportedly, there is still a large concentration of solo parents around Royal Heights in the HNZ area. Most are on benefits and there is a perceived lack of community cohesion. A planning exercise was undertaken by MCH in 2003 to

- Identify the socio-economic trends and social needs of the local population (**Appendix**)
- Identify services/activities that could be provided in response to community needs to increase the use of MCH.

This resulted in MCH developing marketing strategies to improve its image to ensure more community engagement and to expand the range of activities it offered to meet local needs, particularly different types of ESOL classes. A monthly car boot sale/Saturday market day was also introduced.

Health services

There are four GP practices based at Royal Heights, West Harbour and Westgate with a limited after hours service at Westgate. Plunket has two clinic bases in Massey (at MCH and West Harbour) and provides well-child health for about 200 families a year. There is also a Karitane nurse and the Māori equivalent. The service providers find that a lot of parents lose contact with the services when they go to work and the agencies have to work hard to recontact and reconnect with these families. They do so with the help of volunteers who organise playgroups, coffee-groups, walking and swimming groups.

The District Health Board provides public health services (including mobile ear clinics) for primary schools in the area and a follow-up home visiting health service. They deal with presenting health issues that are often connected to other social issues, low income, poor housing/overcrowding, mental health/drugs and alcohol. A specialist adolescent health nurse is also based at Massey High School two days a week as part of a wrap around adolescent health service. The school is keen to see a designated adolescent health clinic built at the school to meet the needs of the young people in the area who they believe do not access medical services readily for various reasons.

Massey Citizens Advice Bureau

The CAB has become a lot busier since its move a few years ago and attributes this to its closer proximity to the Leisure Centre and library. Many of the CAB clients are reported to be information-poor and require help with advocacy across a wide range of issues from disputes with retailers to domestic violence. Given the broad ethnic mix, they try to have a representative group of volunteers from different ethnic groups.

Massey Community Hall

This was built in the mid-1950's by the Massey/Birdwood Residents and Ratepayers Association as a community facility for meetings and social and recreational activities. The Triangle/Don Buck road area was then regarded as the main amenities centre for the Massey area. The hall holds approximately 200 people and still has its oldest tenant, the Indoor Bowling club and is used also for Housie, Line-dancing and Kung Fu activities.

Library and Leisure Centre

The library moved to its new location near Westgate a few years ago and its patronage went up considerably – it is open seven days a week. The people who use the library are mainly Pākehā New Zealanders who have lived there for a long time, Korean and Chinese from West Harbour, Pacific Islands children and a small number of Indian people. Most of the new people coming into the library are Asian with a small number of different European groups and a handful of Africans. The library is isolated from the shops so many people do not know that it is a library. Young people come in because of the adjacent Leisure Centre and schools and kindergartens are serviced by the mobile library. A mobile library service is provided in several locations, on Thursdays at Jack Smyth Court, at Leatata Preschool every fortnight and West Harbour School/Colwill School fortnightly and Royal Vista, Royal Heights shops fortnightly. People can pay their rates at the library which bring people into the library who would not otherwise come. The library was described as well-used by some groups but requires more marketing to increase its usage. People are reported to like the nice feel of the building and its views. However one informant spoke of the library as *functional but misses the fun* and contrasted it with Wellington library which they described as *an experience*. Massey is currently the only Waitakere library without a learning centre with free computer time and staff assistance but that will be provided later this year.

The Massey Leisure Centre is a new and popular facility on bus routes and provides after-school care programmes. Some informants considered that the building is not big enough to incorporate many other activities that could be run from the site and that it operates more as a club than as a Youthtown type centre. The Centre runs monthly YMCA Hip Hop Dances 8pm-midnight that are well attended (400-500 young people) and organised with security guards. There have been problems afterwards with young people milling around on the streets as not all of them have transport home. This may be due to socio-economic factors where a lot of families do not have or are unable to provide transport. It has been suggested that the CBD Youthtown deals with similar issues by organising transport and having a mini-bus (owned by them) to pick up students for different activities.

Sports clubs

Sports clubs located in the area include:

- Belvedere Tennis club
- Massey Amateur swimming club
- Massey Athletics Club
- Massey Archery Club
- Massey Badminton Club

Massey Pony Club (actually in Birdwood)
Massey Rugby Club
Massey Rugby League Club
Massey Table Tennis Club

There are also yoga sessions held at Massey High school and MCH, and a Warrior Kids programme offered at the Massey Community Hall.

All the clubs rely on volunteer help and there were a number of comments to the effect that volunteers are fairly thin on the ground in terms of assisting with club infrastructure and operation. There is also some concern about membership retention. There was an indication from several key informants that more support was required for these clubs to help recruit new members and assist with the running of the clubs. Sports clubs were considered to be important in helping new migrant groups feel at home as they draw people together with friendships and linkages spinning off from that and help give a sense of place as well. Sports clubs were also seen as providing a leadership development and mentoring role for many young people which could be developed further.

Schools

Schools in the area include Lincoln Heights Primary, Don Buck Primary, Massey Primary, Colwill Primary, Royal Road Primary, St Pauls and Massey High School and Westbridge Residential (a specialist facility for children with behavioural problems). All the primary schools are full primary and most are in the lower deciles – around Decile 3 apart from the newer private and higher decile Catholic school St Pauls. The transience of many families was cited as an issue for the schools in the area which can make keeping track of students difficult. It was also noted by key informants that in low decile schools it can be hard to get parents involved with the school, and a low turnout of parents at parent/teacher interviews was mentioned. It was reported that a good strategy for getting people involved in anything was to include food and/or to base activities around culture or sport. Successful examples of the latter strategies were noted with one local school having run successful ‘Meet the Teacher’ and Student Report nights with healthy food themes organised and resourced by Health Promoting School staff.

Many of the key informants spoke of the importance of the role of schools because they often provide a focal point for communities. In this regard Massey High School, Colwill School, Lincoln Heights and Royal Road and St Paul’s School were frequently mentioned. Schools with facilities also attract local community groups who want to use the amenities. Several Massey schools have opened up such facilities for community use for example, Lincoln Heights Primary is used for Sunday church meetings, softball, soccer, Tball and marching group practice. Massey High has a swimming pool that is a community resource accessed by surf life saving groups, a swimming club as well as a toddlers’ swimming group.

Currently however there is no hall or centre in the Massey area big enough to accommodate all the schools when they want to come together. It was reported that a suitable local venue could not be found for a choral festival.

School principals tend to be involved in the local school-community interface and several were identified by key informants as being local community leaders

A school need to be a good citizen within its community. If things are falling down at the school they exacerbate what's bad in the surrounding community that feeds that school but the positive side is that schools can help the community by running well and participating and giving in various ways to a community.

Informants also pointed out that several local schools had received favourable reports from the Education Review Office with positive references to school environments, curriculum quality, student achievement and markedly improved literacy rates. Lincoln Heights School has plans underway for bilingual units for Māori and Samoan children.

Massey High School was viewed as a community in itself, being a large school with 2400 students and one of the biggest employers in the area. Massey High School is reported to be a big drawcard for HNZ tenants wanting houses in the area. Pacific students are achieving well at the high school, well above the national standards but Māori males are reported to be underachieving. It has good links into the business community through programmes such as transition-to-work and attracts sponsors such as the Waitakere Licensing Trust for school programmes and activities. The school runs its own health service and has a wraparound programme in place to support this. The sheer size of the school and the implications of current population growth are topics of discussion in the Massey area. Many people think the school is getting too big and the school itself recently put forward plans to split into two schools, a Junior and Senior School. However this was not accepted by the Ministry of Education. There are plans currently to build new primary and high schools in Hobsonville and possibly in the northwest.

The support needs for new migrant students, especially from Middle Eastern families, were mentioned as requiring additional resources. Not only student needs were mentioned but also family members, particularly the needs of women who don't speak English or drive. Half of the 30 late enrolments at Lincoln Heights Primary this year were children from Middle Eastern families.

If new schools are built outside of Massey, informants fear that this will impact negatively on schools in the Massey area. The primary schools are not all up to capacity in terms of enrolment as some local parents already take their children out of the area for schooling elsewhere. Massey High School's roll could decline significantly (the Ministry of Education has projected the school roll could drop to 900). The new schools will also be placed in more affluent areas and there is concern that they will attract more resources and draw away the higher socio-economic pupils, leaving Massey schools as *low decile and brown*. For many observers, the current strength is the diversity of the socio-economic backgrounds and cultures of pupils. There is concern that this is at risk and schools will suffer accordingly.

When you walk into a school you can tell the decile just like that. That's what we're trying to get away from but the reality is that lower decile schools are not adequately resourced for the needs.

Community Board

This is seen as a potential vehicle to support and encourage more community capacity-building. One suggestion made by a few interviewees was to have Massey Community Board members meet in Massey and publicise their meetings. A Community clinic is run by WCC councillor Warren Flaunty every Saturday.

Police

There has been a Massey community station in Don Buck Road since 1991 with four police investigators based there. The staff have a lot to do with the local schools especially Massey High School *which is a community on its own*. They respond to any incidents involving assault/theft/drugs as well as general neighbourhood disputes and local incidents. The police did have a youth aid section until a year ago but this role was centralised back to Henderson. It is possible that the entire Massey police base may be moved to the main Henderson station. This has evoked concern because of the expressed need for and perceived benefits of local knowledge and presence and local connection to the area. The police are reported to have a low-key presence and good relationships with schools.

Recreational activities and events

People listed a variety of recreational pursuits that were available or they were involved with in Massey such as different sports, walking in the parks, tree-planting, street parties, shopping, going to the movies, cafes/bars, ten pin bowling and fund-raising activities involved with schools or churches such as car-washes and walkathons. However they often said they travelled away from Massey to do other activities such as go to the beach, hot pools, eat out etc.

After school activities and holiday programmes for children were frequently mentioned as well-used and full but not always available to all who would benefit. One informant expressed concern that

With children there are two separate groups according to income. One group will be attending the Leisure Centre, Music school and other after-school/holiday activities whilst the other group will be walking the streets at a loose end, maybe looking after younger brothers and sisters.

There was considerable comment about a lack of Massey-specific events. The main events that people could recall were the Pasifika Games at Moire Park and the Trolley Derby (for primary and intermediate schools) at Westgate. Both these events were Waitakere-wide, not Massey-specific. Interviewees considered that people had to go outside Massey to attend events like festivals and concerts.

Apart from sports at Moire Park and drinking at Western Lights – think that like with work you have to leave (Massey) to get entertainment

They were also very aware that other parts of Waitakere City seemed to have more community events than they did. One interviewee succinctly summed up a common point made often by a range of diverse key informants *Where's our Santa Parade?*

There was mention of the monthly Market Day at Triangle Park which was described as small but building. A free community concert was about to held in Triangle Park

for the first time in March 06 and there was both a lot of interest and some trepidation expressed by interviewees (perhaps due to their lack of experience with such events in Massey) about how people would behave and how well it would be organised. Drinking alcohol would be acceptable in some parts of the park.

There were many suggestions for future events that could be organised in Massey with a strong emphasis on arts and culture as well as sport. It was also suggested that food and entertainment should play a big part in these to get people along. One informant reflected that

People value their leisure time so we need things after work, events that bring people together so people relate to Massey as a community; we want it to happen by osmosis

Potential events included:

- Arts and Cultural festivals
- Christmas/Santa Parade
- Combined churches Carols by Candlelight
- Singalong in the Park like Christmas in the Park
- Summer series of concerts in the parks
- Summer slam
- Community Guy Fawkes
- Massey Community Day like the one in Parrs Park
- A proper market like the Avondale or Titirangi or Takapuna market
- A multi-cultural festival to celebrate all cultures with cultural performances and displays
- Separate cultural celebration days for all cultures eg Asian New Year lantern festival and Diwali Festival
- Waitangi Day and Anzac Day held at Te Piringatahi Marae
- Community Top Town event
- Kite Days
- Pet Days
- A Jog the Dog day
- Family Fun sports day
- Highland Games
- Fishing competition
- Blue Lights discos
- A community fair
- A Health Day
- Big sporting events
- Gardening competitions
- Sports days and Arts days where different sports teams or writers/artists come and do training and activities with children to expose them to wider opportunities.

Future amenities

Although there were several community centres or halls available in Massey, key informants noted that there were none of any size or obvious gathering points such as Glen Eden with the Playhouse Theatre, Titirangi with Lopdell House, and Henderson with the Corban Centre. There was considerable support for a large central venue in Massey that could be used to promote more arts and culture. This could either be part of the new Massey town centre complex and/or be part of another venue more centrally located within Massey. Several interviewees suggested Moire Park or the land that backs onto Moire Park (currently zoned for education purposes) as a suitable location for such as centre. Lincoln Heights school had concept plans for a large school hall/performing arts centre that could be made available to the wider community but the school has not been able to secure funding for its development.

Another point raised by some key informants was the need to have facilities that fostered whanaungatanga and made people of all cultures feel welcome. A specific youth facility that could offer a drop-in place for young people, along with youth activities was frequently mentioned as being needed to fill a large gap in amenities for youth. Other suggested future amenities included a swimming pool complex, a hockey turf area, a stadium like the one in Central Park Drive and an equestrian centre.

Inclusion of and developments for young people

There was consistent comment by both young people and others that there was very little for young people in Massey. More facilities and activities for young people were suggested including a drop-in/wrap around centre that would be a safe meeting place with access to information, to chill out - be creative. Young people were clear that they wanted to organise or have a large part in organised youth activities so that activities and events were appropriate for different groups of young people. They made a point that what one group of young people liked (e.g. in music) might not be what another group would consider *cool*. There was comment from several informants that there was a need for a tertiary education presence in Massey to encourage young people to take up tertiary education. Currently there was not a high take-up of tertiary education. This was seen as being due to perceived high transport costs in and out of Massey and the lack of a local tertiary education provider.

Specific suggestions included

- A youth website
- A youth radio station
- A texting tree for schools to let people know what's going on
- Dances and discos and theme parties at certain times of the year
- An indoor skating rink
- A skateboard park -one suggestion was to let young people skate on the lower carpark one night a week at Westgate
- Motorbike track
- Tree-planting days for teenagers as well as babies
- Get Unitec/Massey to set up a local base in Massey
- Develop a School of Performing Arts
- Homework centre/drop-in cyber café

Community leadership

Interviewees talked about a number of low key leaders, within their own sub-communities of interest, who were described as passionate, committed people who were well respected. Although well known within their own circles they were not necessarily well-known outside their specific sphere of influence. No particular people were identifiable who really stood out and were recognised as THE leaders in Massey

Most of these people (nominated community leaders) and others are not profiled outside their own areas of interest – there's no Massey newspaper

The local leaders mentioned included Māori, Pacific and Chinese community leaders, church ministers, school principals, City Councillors and Community Board members. Sports clubs and police were also seen to provide leadership in certain areas. Some key informants also emphasised the skills and talents inherent in the community (especially within the lower socio-economic communities) but there was no obvious vehicle for these skills to be drawn out at this time.

One person commented that they had lived in the area for 15 years and could not really think of any leaders. Overall there was considered to be a dearth of leadership in Massey with movers and shakers few and far between. Although the Community Board was there to advocate for Massey, it was not considered to have a great deal of political clout in Waitakere City. Both the lack of leadership and political power were attributed to the lack of a sense of community and a coordinated, cohesive approach in Massey

If you haven't got a community you haven't got leaders

Massey has lacked leadership – a lot of 'small' leaders within the community but Massey is a younger area made up of working people more concerned with looking after their own patch than taking a wider view.

On the flip side, leadership was considered as essential by many interviewees to further the development of Massey

Massey is a series of fragmented groups – need leadership to pull it together

Community development is not a 'new science'. Council should let those who have these skills do their job.

...invest in training and the development of local human capital....

Community building – future developments

Most key informants considered that it was very timely for Massey to move into a new stage of development; and essential to bring key organisations and community members together to plan for current needs and future growth. They were keen to avoid a repetition of what was seen to have been a lack of community consultation in planning the original dormitory suburb. An inclusive community consultation process

was sought as this was seen as a key step in helping to develop a sense of belonging, identity and engagement –

...have community meetings so people can come along and listen and get excited and involved in the ideas

One informant noted that there was considerable goodwill and commitment for involvement in such a process

...want to be involved in planning, mostly understanding various aspects of the community, what makes it up and where it's going, and how we can best be a part of that.

Other interviewees considered that there should be an integrated process of assessing and responding to needs as part of any community development planning. They also thought follow-up was required to check that needs were being met appropriately and flexibly. It was emphasised that there needed to be planning for community growth and development 20-30 years out to account for changing population patterns. There was a distinction made by one interviewee between expressed needs and perceived needs.

Expressed relates to people wanting things like education for leisure eg weaving. Perceived is more about professionals addressing needs eg Plunket/health workers

People talked about future planning linked to inherent values and aspirations. One interviewee considered that Massey's strength lies in its families and wanted to see Massey featured as a place where *People can raise a family...* Another informant spoke of a perceived extended family concept in Massey that meant Massey was a more tight-knit community than was generally envisaged, despite the lack of neighbourhood planning.

If you live in Massey you're more likely to know your neighbour than if you live in West Harbour – that shouldn't be because West Harbour is designed to let you know your neighbour

Many key informants spoke of what could be built on already. Awareness and better utilisation of existing resources such as the marae, local schools, community house and community hall, sports clubs facilities and parks was emphasised as well as new developments. There was a general acknowledgement of Massey as a large community without a central hub or any particular geographical hubs. It does however have *communities of interest* with hubs around particular locations. Developing small communities around local hubs and strengthening connections between these hubs with additional overall coordination of activities and services was considered to be essential for community capacity-building in Massey.

There was strong support for intersectorial development with partnerships and collaboration between the commercial/business sector/community sector and government (local and national). Informants also wanted more local community partnerships bringing together established organisations such as the schools, churches,

rugby clubs, community services etc. Although informants were keen to have resources to aid coordination, collaboration and communication like those provided for other areas like the McLaren Park and Ranui Action projects, they also emphasised the unique nature of Massey and the need for Massey to develop its own model and approach.

Two other recent studies in Massey have pinpointed similar capacity-building needs and strategies. The Massey Community House focus group held in 2003 had identified the same trends that are apparent now, such as an increasingly diverse ethnic population with mixed incomes, employment and transience issues and a large youth population with little specifically available for this group. They also explored the concept of serving communities of interest rather than a geographical area and looked at specific services that they could provide where there were significant gaps, such as ESOL classes of all types for new migrant groups.

The IMF corporation that manages the current Westgate retail centre have recently been consulting people about both Westgate and the proposed new town centre. They have organised a number of advisory panels to help them identify issues and test out various ideas and concepts that involve a broad approach to sustainable development in the area. There is much interest in this process which covers identifying problems, what people want and how to achieve it. A wealth of potential development strategies were contributed by the Youth Advisory panel made up of some senior high school students in the Massey area. They put together a presentation that synthesised their hopes and aspirations on the themes of *Live, Learn, Work, and Play in Massey*. (*Appendix*) It would be helpful to examine the level of congruence (as well as any differences) between the information from the advisory panels and the findings from key informants in this study.

There was considerable focus by several informants on the proposed new business hub to generate local employment. They wanted to see this balanced with the environment and integrated alongside other social amenities like a large multi-purpose community centre and/or an art and cultural centre as well as a custom-designed centre for youth activities. There was also an emphasis on affordability for users.

It was suggested by one interviewee that work could be done with major agencies such as MSD and Unitec to sponsor development in the *Incubation of Innovations* area to look at home-based work opportunities/tele-commuting/cottage industries, using examples of initiatives happening on the West Coast of the South Island

Other suggestions made by informants for future community-building strategies included

- A branding and promotional initiative to create a positive identity for Massey using, logos, banners and billboards etc
- Asking clubs *how could we support you to increase and sustain membership.*
- More emphasis on *supporting IT capacity and low-cost availability for people in Massey so they are more information-rich*
- Development of social entrepreneurship through community development forums processes, drawing on models such as the Hokitika Forum which started the Wild Foods Festival
- Developing credible partnerships to run local events

- More involvement of local schools
- Linking community houses more to schools so there is a cycle of family/generational learning
- More support for development of Neighbourhood Watch/Support groups
- More assistance to new migrants through initiatives such as New Out West
- Better liaison with Mangere Refugee Centre to aid the transition/settlement process
- Sourcing seeding funding from Government departments and Unitec (an untapped resource for community education) to develop innovative community projects
- Acquiring and establishing Whenuapai airport as a commercial airport – this would provide an opportunity for Massey to be promoted as the centre for the Pacific - by giving Pacific nations low landing fees and attracting business.

Motivating Massey – critical factors to get people involved

Massey people were considered by some key informants as not easy to get involved in community issues - *people in Massey won't get off their backsides* and there were a few concerns expressed about whether people in Massey had the interest or energy to both get behind and drive future development. Others were adamant that people in Massey were *ready, willing and able* but needed opportunities to become involved. Several key informants suggested that it would take the use and adaptation of successful strategies that had been used elsewhere as well as dreaming up new, creative and innovative methods to engage different parts of the population. There was a strong desire to turn around the prevalent concept of people living but not participating in Massey. Suggestions for active engagement included:

- Taking time to develop rapport and build community partnerships
- Tapping into the people with influence in their respective communities such as Pacific and Māori leaders to get their communities on board. The inclusion of a Māori member on the community board may provide the council with an added opportunity to cultivate and generate further engagements with, and participation from, Māori that live and work in the Massey area
- Showcasing success stories from elsewhere and within Massey
- Creating CDs that show people what else has gone on that can be given away to encourage others
- Using the powerful medium of texting to get young people involved
- Getting small neighbourhood initiatives going and bringing people together through local neighbourhood sausage sizzles
- Seeding funding for local initiatives from sources such as Creative NZ.

Harness the energy of people now. Don't just talk about the changes to Moire Park on the drawing board, do them and put some community resources and facilities in, even if they're just satellite WADCOSS facilities

The importance of an inclusive process, which people feel at home with, was emphasised; a process that is inclusive of all cultures and one that acknowledges the place and role of tangata whenua.

Barriers

Potential barriers were identified as:

- Insufficient time and resources available, in terms of the infrastructure to support the project, as well as time and money issues for a lot of poor families
- Cultural awareness and respect. May need to help people step outside their cultural comfort zones

One informant sounded a note of warning that meetings to draw participants in needed to have a sense of purpose and direction.

...there is a saturation point when people get numb to attending any more meetings

Next steps

A number of informants had very clear perceptions of what needed to happen next although the sequence of steps sometimes differed.

Key components included

- A shared visioning process to take place amongst all sectors of the community, starting with training local facilitators (learning skills transfer) in community visioning processes. Models provided as examples were the one used in the Ranui Action Project or ‘Search conference’ (Wendy Bailey at Unitec).
- For Council to identify what other data needs collecting, (how to collect it and interpret it correctly), then do the data –gathering and analysis to inform an operational plan that would be developed with stakeholders.
- Bringing together strong leaders from all relevant groups to discuss the ways forward, along with a campaign of development and action
- Setting up a steering committee to oversee project development and to ensure community outreach and inclusion of all perspectives
- Employing a project coordinator to manage the community-building development process
- Responsiveness on the part of Council to listen and act on what Massey people come up with

What would success look like?

As part of this study key informants were asked what a successful community-building exercise would look like

Informants gave the following responses

- Migrants have meeting places to identify with and call their own
- Less social dislocation experienced by new settlers
- Lots of festivals and concerts happening
- More local jobs created
- Less vandalism, graffiti and crime

- More club membership and participation
- More events and high community participation
- People working together, a positive vibrancy about the place, better than it was five years ago, no-one protecting their own little patch.
- People talking to each other, looking after each other, neighbourhood get-togethers and support

If you said to people where's the place and if people identified a place then you'd have succeeded if people knew there was an event on and didn't know where it was but could guess like if someone said Symphony Under the Stars don't need to tell you it's in the Domain so we need to create that here

- Massey would become a very strong community - a new commercial centre that everyone would relate to and use at the expense of West City and Lynmall.
- Massey would be funky with an emphasis on arts and culture but quite different art - unique - Massey would be known for its design and art
- Stories of people broadening their horizons, organisations making changes and reporting improved collaboration and communication.

Recommendations

Earlier sections have identified critical factors, barriers and next steps to the successful implementation of a Massey community building process as identified by key informants. The recommendations below are actions that Waitakere City could take that are consistent with the views expressed by the interviewees.

- Extending the reach of this study to ensure more local community voices are heard (suggest focus groups, street level consultation)
- Establishing a Massey Community-Building Project steering committee that is representative of different stakeholder groups within Massey
- Employing a Project Coordinator to coordinate local network, community consultation/planning and implementation processes and get information out into the community
- Organising a shared visioning and planning process with Massey residents
- Identifying and mobilising resources and potential partnerships for collaboration in Massey
- Organise two or three high profile events in Massey 2006-2007 to build community engagement to take project onto next levels of development

References

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Massey Draft Reserve Management Plan Waitakere City Council 2005

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Draft Parks and Open Space Strategy Waitakere City Council 2005

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IMF (Westgate) Young people presentation <http://www.westgatetowncentre.co.nz/Youth/youth/youthindex.html>

Moire Park, Manutewhau Walk, Manutewhau Reserve, West Harbour Esplanade Reserve Management Plan Waitakere City Council 2000